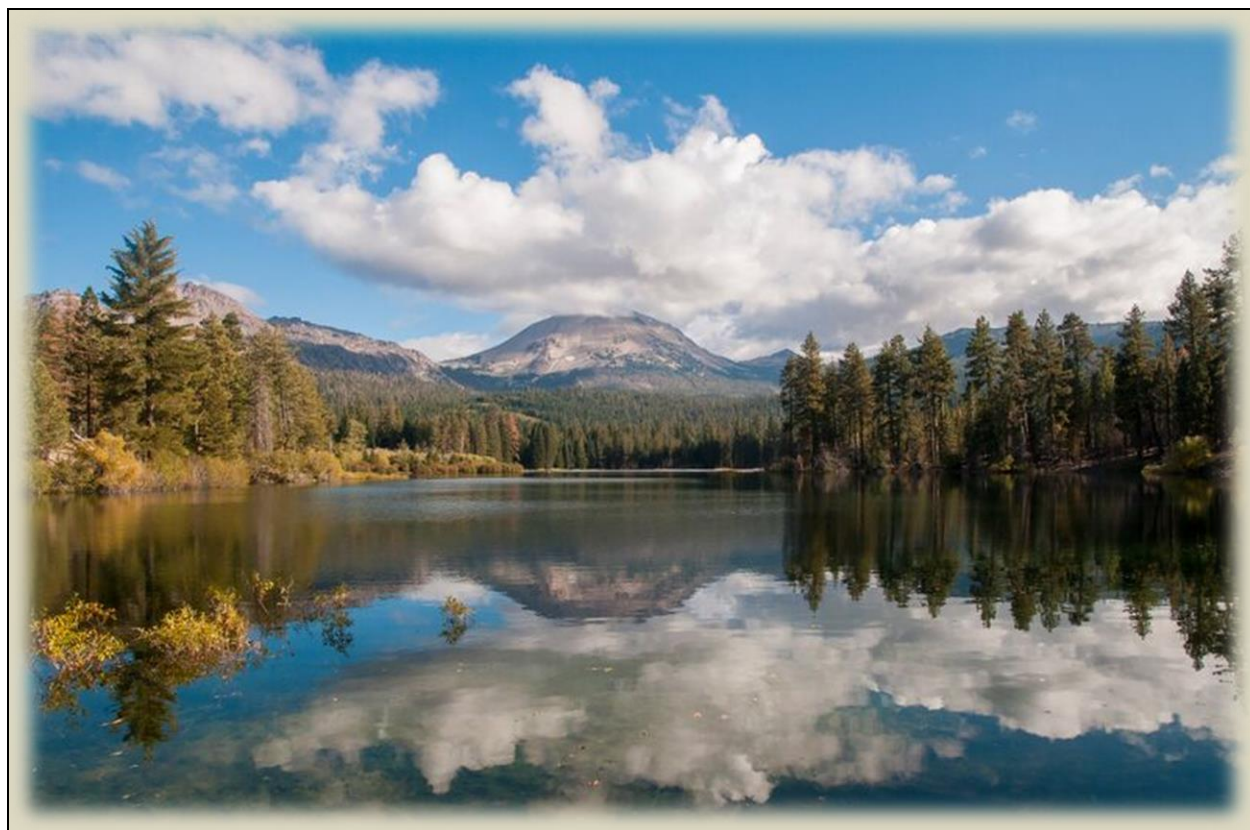


Volcanic Legacy Scenic Byway All-American Road

Corridor Management Plan Update
For Oregon and California



December 2018

Cover Photo: View of Lassen Peak and Manzanita Lake in Lassen Volcanic National Park

*Ahjumawi Lava Springs
State Park, California*



Come experience America's Volcanic Legacy

Explore the wonder and beauty of a dramatic volcanic landscape, from Crater Lake in Oregon to Lassen Peak in California. You'll encounter the ancient natural forces that shaped exquisite mountain lakes and snow-capped peaks all throughout this "volcano to volcano" driving adventure. Along with spectacular scenery, you'll enjoy legendary history, charming towns, and extraordinary recreational and cultural opportunities. A once-in-a-lifetime experience awaits you along the 500-mile Volcanic Legacy Scenic Byway.



Ahjumawi Lava Springs

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Acronym List

ACA	American Cycling Association
ARPD	Almanor Recreation and Park District
ATP	Active Transportation Program
ATV	All-Terrain Vehicle
BLM	Bureau of Land Management
CA	California
Caltrans	California Department of Transportation
CCC	Civilian Conservation Corps
CG	Campground
CMP	Corridor Management Plan
CLNP	Crater Lake National Park
CR	County Road
DK	Discover Klamath (tourism organization for Klamath County in Klamath Falls, OR)
DMO	Destination Marketing Organization (DK, DS, SCWA)
DS	Discover Siskiyou (tourism organization for Siskiyou County in Yreka, CA)
FHWA	Federal Highway Administration
FRLT	Feather River Land Trust
FS	U.S. Forest Service
FWNF	Fremont-Winema National Forest
GSRTA	Great Shasta Rail Trail Association
KNF	Klamath National Forest
LLTT	Lassen Land and Trails Trust
LNF	Lassen National Forest
LVNP	Lassen Volcanic National Park
LBNM	Lava Beds National Monument
MM	Mountain Maidu in Greenville
MMC	Mountain Meadows Conservancy
MNF	Modoc National Forest
MOU	Memorandum of Understanding
MSTA	Mount Shasta Trail Association
NEPA	National Environmental Planning Act
NF	National Forest
NM	National Monument
NP	National Park

NPS	National Park Service
NWR	National Wildlife Refuge
OHV	Off-Highway Vehicle
OC&E	Oregon, California, and Eastern
ODOT	Oregon Department of Transportation
O-C RC&D	Ore-Cal Resource Conservation and Development Council
OR	Oregon State Highway
ORS	Oregon Revised Statute
PNF	Plumas National Forest
POW	Prisoner of War
RCD	Resource Conservation District
RC&D	Resource Conservation and Development
RD	Ranger District
REMI	Regional Economics Model, Inc.
RR	Railroad
RV	Recreational Vehicle
SABA	Susanville Area Bicycle Association
SCWA	Shasta Cascade Wonderland Association (tourism org. for northern CA in Redding)
SIR	Susanville Indian Rancheria
SOPA	Schedule of Proposed Actions
SOVA	Southern Oregon Visitors Association
SP	State Park
SR	State Route
STNF	Shasta-Trinity National Forest
TID	Tourism Improvement District (a lodging tax assessment to fund marketing)
UKL	Upper Klamath Lake
US FWS	U.S. Fish and Wildlife Service
USFS	U.S. Forest Service
USGS	U.S. Geological Survey
VLCP	Volcanic Legacy Community Partnership
VLSB	Volcanic Legacy Scenic Byway

Introduction:

Purpose of the Corridor Management Plan (CMP) Update

The Volcanic Legacy Community Partnership (VLCP) received a grant to update and consolidate two State Corridor Management Plans (CMPs) into a single, integrated CMP for the entire Volcanic Legacy Scenic Byway All-American Road (VLSB) by using a facilitated, community-driven planning process. The new CMP will serve as a blueprint to guide future byway initiatives amid the changing landscape of the National Scenic Byway Program.

The purpose of this CMP update is twofold. First, VLCP and its partners are summarizing new information for the VLSB concerning federal and state funds. Since 2012, the National Scenic Byway Program has not been funded as a stand along program through the Federal Highway Administration. Nominations to designate new scenic byways are no longer being accepted. In California, funding for scenic byway projects has been combined with the Transportation Alternatives Program, Safe Routes to School, and Bicycle Transportation Account into the Active Transportation Program (ATP). The purpose of ATP is to encourage increased use of active modes of transportation (bicycling and walking) through infrastructure improvements and education. In Oregon, the Connect Oregon, Active Transportation Program, and Fix-It and Enhance Program fund multi-modal and infrastructure projects. In both states, highway and bridge improvement projects and new construction are funded through a mix of federal and state programs, taxes and fees. The following changes affect the National Scenic Byway

Program under current funding programs:

- Some byway projects allowed under previous federal scenic byway funding are no longer eligible under new state and federal guidelines. Projects that are now ineligible under ATP include the acquisition of scenic easements and historic sites, landscaping, historic preservation, promotional materials, marketing activities, and general recreation facilities such as maintenance or construction of visitor centers.
- There is less money available to byways each year. Byway groups need to partner with more funding sources to complete improvement projects.
- ATP criteria for project selection is focused on bike and pedestrian improvements. VLCP is creating this CMP update to help byway partners as they consider new trail and multi-modal transportation projects that fit the ATP criteria.
- VLCP is also working with State transportation agencies to identify other funding sources that allow better consideration of traditional scenic byway projects such as interpretive waysides, vistas, and picnic areas that serve travelers.

A more complete list of current funding opportunities for byway partners is in Appendix F.

Byway partners has been very active in completing numerous improvements in the past two decades, so most projects from the byway's original CMPs have

been scheduled or completed. The second reason for updating the VLSB CMP is to create a new list of projects for the byway partners to pursue. Multi-modal projects that meet ATP guidelines in each state, as well as additional infrastructure and non-infrastructure priorities that fit other funding programs, are identified in the Action Plan (Appendix G). The maps in the Appendix D show the location of many proposed infrastructure projects.

How the Byway Came to Be...A Brief History

The Volcanic Legacy Scenic Byway All-American Road is a spectacular 500-mile route that runs from Oregon's Crater Lake National Park through California's Lava Beds National Monument to Lassen Volcanic National Park. Along the way, travelers pass through six national forests, several wildlife refuges and State parks. After many years of grass-roots efforts by communities, public agencies and tourism organizations, the VLSB was designated by the Federal Highway Administration as an All-American Road in Oregon in 1997 and in California in 2002. Because the VLSB was designated in two different years, a separate CMP was prepared for each State's segment to support the designation.

Scenic byways are roadways that travel through corridors possessing significant tangible and intangible resources (natural and human-made resources or features). For official designation as a national scenic byway, the Federal Highway Administration requires corridors possess intrinsic qualities within one or more of six categories: Scenic, Natural, Historic, Cultural, Archaeological or Recreational. To receive an All-American Road designation, a road must possess multiple intrinsic qualities that are



View of Tule Lake marsh, California

nationally significant and contain one-of-a-kind features that do not exist elsewhere. The road must also be considered a "destination unto itself." That is, the Byway must be the primary destination for a trip and must provide an exceptional travel experience. There are only 31 All-American Roads designated in the United States – they are the best-of-the-best!

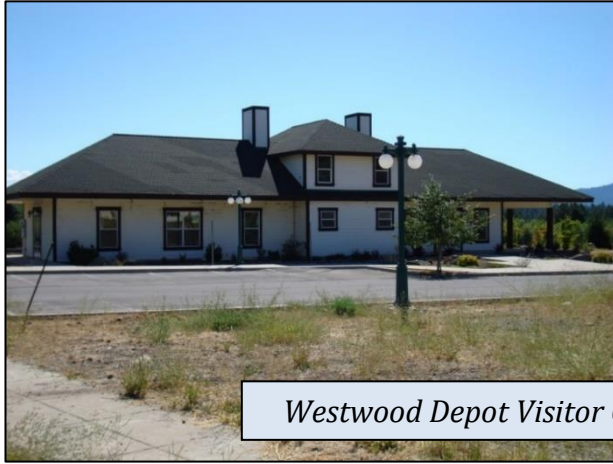
Although the Volcanic Legacy Scenic Byway is anchored by spectacular, volcanic national parks on both ends, it possesses an abundance of intrinsic qualities within all six categories.



Lava Beds sign at the visitor center entrance

Management of a scenic byway corridor strives to balance the use and conservation of its intrinsic qualities. A corridor management plan presents strategies and identifies mechanisms that

communities, public agencies and private entities can use to develop, enhance and corridor. The many small management agencies along the VLSB have come together to offer travelers a once-in-a-lifetime experience along the way.



Westwood Depot Visitor Center, California



Old railroad trestle over Lake Britton, north of Burney, CA and one of the filming sites for the 1986 movie, "Stand by Me." Soon to be a rail trail.



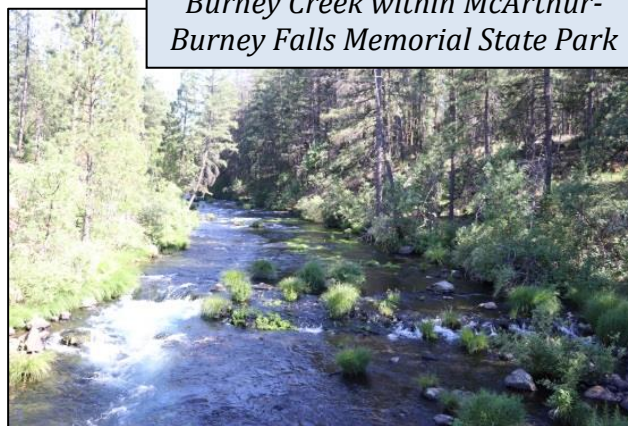
Bringing the Byway Together and Moving Ahead

The Volcanic Legacy Community Partnership was formed in 2003 to act as a steering group for future Byway development and marketing. For several years, the VLCP and its core team of byway leaders planned and implemented byway projects in a cooperative manner, but the group lost momentum. As a single entity, the VLCP Board of Directors was unable to keep pace with all the proposed project work. As stated in the 2014 to 2019 VLCP Strategic Plan, the organization is now focused in a way that lets the Board “fill the gaps” that other tourism entities cannot accomplish without partners. The VLCP Board has written numerous grants for byway partners, and most of these funded projects have been completed or are in the works. As a small, non-profit organization, the VLCP has constant challenges to recruit and retain Board members from across the Byway regions and to actively engage with Byway partners and communities to meet ever changing needs.

Both the Oregon and California CMPs were prepared with extensive public involvement to document the Byway’s intrinsic qualities and recreational opportunities for visitors to experience along this unique “volcano to volcano” drive. Since that time, many of the recommendations for site improvements, interpretation and preliminary marketing have been implemented. The original CMPs no longer provide the relevant and detailed strategies needed to effectively recognize, protect and promote the Byway’s intrinsic qualities, and guide project development over the next ten years. Nor do they reflect current Byway-

related goals, objectives, and initiatives in updated county/city general plans, county economic development strategies, and agency land management plans where greater consistency is desired. The CMP update is an opportunity to include new goals and proposals that may be necessary. It lays the foundation to guide future development, repair or reconstruction of Byway facilities, visitor interpretation and marketing programs.

Burney Creek within McArthur-Burney Falls Memorial State Park



The CMP update looks back at the baseline conditions and assumptions from the original CMPs and determines to what extent they have been realized. A byway survey and five public meetings were conducted in June 2016 in Klamath Falls, Tulelake, Mt. Shasta, Susanville, and Mineral. Byway stakeholders assessed project accomplishments from the last 18 years and provided fresh insight on new projects and strategies that offer significant, long-term benefits to the byway region and organizational sustainability to the VLCP. Local and regional economic development goals have been integrated into the CMP to enhance the byway’s promise as a driver of economic growth and opportunity.

The CMP update will also spur the revitalization of a bi-state byway

partnership coalition to guide the planning process and deliver specific CMP projects to their successful completion.

Managing the Byway – *The Collective Vision for the Future*

The Volcanic Legacy Community Partnership Strategic Plan

Our Vision

The place we call home; the place you call unforgettable. The dramatic volcanic landscapes along Volcanic Legacy Scenic Byway All-American Road invite exploration and self-discovery – an experience like no other.

Our Mission

Through our partnerships, programs and projects, we preserve the intrinsic qualities of the byway, promote opportunities for travelers to discover life-enriching experiences along its route, and stimulate the economic vitality and quality of life in the region's communities.

Our Core Values

Values and goals support the vision and mission for the Byway and provide the basis for the objectives below. Values and goals are ambitious, broad statements of desired conditions. Objectives (tangible, measurable outcomes) are more specific action statements that address how values will be realized and goals will be achieved by 2019. Objectives are actions that the VLCP and its partners will work together to implement.

- **Stewardship:** We promote actions that preserve and protect the sensitive and unique intrinsic qualities of the Byway (scenic, recreational, geologic, natural, cultural and historic features)

that led to its designation as an All-American Road.

- **Collaboration:** We are committed to effective collaboration with all Byway partners to achieve our vision and common goals. We work in a positive and cooperative manner to make the most of the resources available to our organization. We are committed to mutual trust and respect with our partners.
- **Integrity:** Integrity is the foundation of all our work. We understand that our success and reputation depend on our integrity as an organization. We endeavor to use consistent, reliable decision-making and partner advice to guide our efforts. We maintain the highest standards in business and accounting practices with our grantors, donors and other partners.
- **Community Service:** We recognize the Byway was established to preserve its many intrinsic qualities and to stimulate the economic vitality of nearby rural communities through tourism. We respect local interests and their culture when agreeing on byway goals and project implementation. We will ensure the new byway corridor management plan is consistent with community visions, local plans, initiatives and programs.
- **Sustainable Tourism:** The VLCP markets the Byway's identity so it will be known as a world-class tourism destination. We promote year-round tourism in ways that preserve the cultural traditions and rural lifestyles of byway communities and minimize impacts on sensitive resources. We responsibly convey information to visitors to enhance their travel

experience and encourage personal stewardship of byway resources. We offer an array of high-quality educational and interpretive materials about byway attractions that appeal to all generations.

- **Organizational Capacity and Effectiveness:** We hold ourselves accountable to completing projects on schedule. We evaluate the effectiveness of our projects and communicate and celebrate accomplishments with our community and agency partners. The VLCP has sufficient resources to ensure our long-term sustainability and ability to achieve strategic goals.



*Inside the mouth of Skull Cave
at Lava Beds NM*

CMP Participants and Lead Agencies

In addition to the VLCP, there are many other agencies, tourism related bureaus and businesses, interest groups, and community supporters that are involved with developing projects along the Byway, as well as promoting tourism. The core team that worked on the CMP includes the following representatives:

Crater Lake National Park (*Craig*

Ackerman)

US Forest Service – Klamath National Forest (*Laura Allen*)

Discover Klamath (*Jim Chadderdon*)

Ore-Cal RC&D (*Rennie Cleland*)

Ore-Cal RC&D and Cycle Siskiyou (*George Jennings*)

Shasta Cascade Wonderland Association (*Lisa May*)

Mount Shasta Chamber of Commerce and Cycle Siskiyou (*Jim Mullins*)

Volcanic Legacy Community Partnership (*Elizabeth Norton*)

Destination Modoc (*Lorissa Soriano*)

Lava Beds National Monument (*Larry Whalon*)

Art of Survival Century Bike Event (*Linda Woodley*)

Other agencies that lend direct support to byway programs, planning and projects:

California Department of Transportation (Caltrans)

Oregon Department of Transportation (ODOT)

US Forest Service - Fremont-Winema National Forest, Modoc National Forest, Klamath National Forest, Shasta-Trinity National Forest, Plumas National Forest, and Lassen National Forest

US National Park Service – Crater Lake National Park, Lava Beds and WWII Valor in the Pacific National Monuments, and Lassen Volcanic National Park

US Fish and Wildlife Service – Klamath Basin National Wildlife Refuge Complex

Responsible Parties

The Volcanic Legacy Community Partnership will be responsible for coordinating all projects and activities that are funded directly to the VLCP.

Additionally, the VLCP will strive to support land management agencies and other Byway stakeholders that are encouraging tourism or completing projects along the Byway that have been identified in this CMP and Action Plan, Strategic Plan, or are consistent with the goals and objectives identified in other local plans to enhance tourism and preserve intrinsic qualities. The VLCP assumes no management authority over public or private lands under the jurisdiction of others.



*Indian paintbrush near
Petroglyph Point, Lava Beds NM*

The VLCP will strive to compile yearly reports to track projects that are completed by the VLCP, Byway agencies, or other stakeholder groups, regardless of the origin of funding. Tracking completed projects that enhance and improve the visitor experience makes future project identification and prioritization an easier task, and keeps momentum flowing with stakeholders.

Promises Made...Promises Kept: How Past Management Plans Worked

Byway accomplishments:

Below is a list of some of the projects that were identified and accomplished through the Volcanic Legacy core team since the Oregon portion of the Byway was designated in 1997 and the California segment in 2002. Other CMP projects were also completed, as well as many improvements made on public lands that were not described in the CMPs. As such, those listed below are attributed more directly to the byway designation and planning efforts over the years:

- Interpretive plans were completed for the entire byway – Oregon

- completed November 2000;
- California completed January 2001 (for the Mount Shasta region) and March 2012 (for the Refuges, Tulelake and Lassen regions)
- VLCP Strategic Plan completed for 2014-2019 for the entire byway

Completed projects listed in the Oregon CMP (Appendix D) and the 2001 Oregon CMP Supplement III include:

- Portal development at various byway and feeder route sites – kiosk signage installed at Chemult Train Station, Beaver Marsh rest area, Doak Mountain and other sites listed below;
- Gateway signage at SR 138
- Crystal Springs rest area – VLSB signage and facility improvements
- Boat launch – Upper Klamath Lake at Howard Bay (originally proposed for Wocus Bay)
- Midland Rest Area – VLSB signage completed
- Annie Creek Snowpark – VLSB signage and facility improvements.

- Pelican Guard Station – VLSB signage and facility improvements.
- Other various sites that were identified within Crater Lake National Park have undergone some level of development and improvement.
- *Klamath Vision 2002 Action Plan* items – these are projects that were identified in *Klamath Vision* that also enhance Byway travel, although not directly funded or proposed by the Byway group:
 - Wing Watchers trail improvements
 - Moore Park marina and waterfront improvements

Completed projects listed in the VLSB 2014 Strategic Plan, the 2012 Economic Analysis and from other sources:

- VLSB map brochure with significant sites listed for the entire Byway developed and printed for distribution.
- Enhanced Byway website.
- VLSB Discovery Guide was developed and printed.
- Numerous activities involving grants, grant assistance, marketing and planning activities with Byway partners for a wide variety of projects such as Rails-to-Trails, recreation maps, interpretive guides and property acquisition.
- Rehabilitation of the Lassen Peak Trail, Grand View Trail and Devastated Area Trail in Lassen Volcanic National Park.
- California state recreation trails program grants for the Mt. Shasta Gateway Trail in Mt. Shasta City.

- Almanor picnic area and kiosk.
- Wayside development and signage in Oregon.
- Numerous grants received for continued development of the 80-mile Great Shasta Rail Trail.
- Land acquisition to extend the Bizz Johnson National Recreation Trail at the Susanville Railroad Depot.

How Did Earlier CMP Assumptions Play Out and What are the Indicators of Success/Failure?

Quantifying the success of CMP goals, objectives and assumptions for the last 20 years is largely impossible. Many assumptions were not detailed in the CMPs and many more, devised as “goals” or “objectives,” were without any real criteria on which to gauge success. Most criteria get back to the bottom line of what has been accomplished “on the ground” and what do the tourism trends suggest.

Measures of economic impacts, due in at least some measure to the designation of the VLSB, are explored below and detailed in Appendix A. We also have some idea of what has been “marketed” in order to increase the visibility of the VLSB to the traveling public. Assumptions like “increasing tourism” and “enhancing and promoting planned development” and “maintaining and enhancing present levels of natural and scenic resources” are hard to quantify in more than a general way. In most cases, this is even more difficult due to lack of discrete documentation of what was present at the beginning, what was done along the way, and how things look now by comparison.

Clearly, there have been many successes that can be attributed to the designation

of the Byway and to the overarching planning activities that accompanied it. The many accomplishments to visitor services, facilities and resource interpretation were documented in the section prior. Many goals and objectives were met and money that was acquired on behalf of the Byway made positive impacts to the region. Statewide travel trends, based on spending, earnings and employment, have been increasing in both Oregon and California since the early 1990s. Local travel in the Byway region has also increased over that same time period, although at a somewhat slower rate than the States' growth overall. These economic impacts have been documented in previous analyses and were re-examined as part of this CMP update. However, several projects identified in the prior CMPs have not been completed. Some are likely obsolete; others may still be viable items to consider, with updated technology playing a larger role in interpretive materials than what was envisioned some 10 to 20 years ago. This CMP will update and attempt to forecast those items that are still relevant and future possibilities as well.

Development in the region has certainly happened as well, with many new visitor amenities offered. Since much of the land base is under federal stewardship, the intrinsic qualities that make the Byway so special are still intact and enjoyed by travelers.

The largest challenge it seems, is the lack of continuous momentum and partnership by the various groups that have been

proponents for the Byway over the years. Without a group of people with assigned tasks that are tracked over time, activity to promote the Byway has fluctuated, especially after initial designation for each section of the Byway was completed.

The all-volunteer, non-profit Volcanic Legacy Community Partnership (VLCP), which formed in 2003, is now the primary support group for Byway projects and marketing, although there are many entities that are involved in promoting parts of the Byway as travel destinations. The VLCP is the one voice that supports the Byway *in its entirety*, rather than in segments or parts based on geographic designations (states, counties, cities or land ownership). As such, any real tracking of progress towards identified goals and objectives will need to be done by the VLCP, and it will continue to be a challenge to quantify outcomes that have so many potential inputs from so many possible sources.



*McCloud River Falls,
Shasta-Trinity NF*

Economic Value of Byway Tourism and Benefit to Communities

Since the late 1980's, the economy in northeastern California and southeastern Oregon has undergone a dramatic change. An economy that was largely based on timber harvesting and milling has now become more diversified after historic harvest levels plunged. This economic downturn prompted community leaders to re-evaluate the use of the natural resource assets in the region. Many of these leaders believed tourism could be an important economic driver for the future.



*Road Entrance Sign to
Subway Cave off of SR 89*

Since the designation of the VLSB in 1997 in Oregon and 2002 in California, various economic reports have been completed on different parts of the Byway. Economic conditions were analyzed using a REMI model in 2001 to support the designation of the California segment of the Byway. The REMI model is a complex regression analysis that forecasts potential outcomes based on economic conditions for job/industry sectors in the region of interest. This analysis determined a “most likely scenario” for the economic impacts of the VLSB (in the California region ONLY), with a list of potential results.

In 2012, the America's Byways Resource Center accepted the VLSB as a case study (along with 4 other byways) for analyzing the economic impacts attributed to scenic byways. The Resource Center wanted to develop and test an economic tool that could be easily used by byway groups to show the potential “value” of a byway to affected communities, grantors, and elected officials. That analysis showed that through visitor spending and various capital improvement projects along the Byway the VLSB is generating multiple impacts in the seven-county byway region. The information garnered from utilizing the Resource Center's Economic Impact Tool gives a much clearer picture of how a Scenic Byway *might* impact a region. An updated analysis was completed, utilizing the Resource Center's Economic Impact Tool, and can be found in Appendix A of this document.

Additionally, the National Park Service Social Science Program conducts and promotes economic research, focusing on estimating the economic benefits of national parks, and estimating the economic contribution of NPS visitor spending and park payroll effects in local gateway communities. These analyses are perhaps the *best* sources of



*Wizard Island in Crater
Lake National Park*

community economic benefit that can be used, as they are specific to the areas where the national parks are located.

Over the past 15 years, each of the national parks has had visitor use surveys conducted, and Lassen Volcanic had a visitor spending impact study done in 2012 (Cook, 2014. NRR-2014/847).

Given that the Byway is home to three NPS Units – Crater Lake NP, Lava Beds NM, and Lassen Volcanic NP, the analysis below summarizes the visitation and economic impacts of these parks for the year 2017.



Glimpse of Mt. McLoughlin from a pond near the proposed Fourmile Meadow Nature Watch Trail

NPS Unit	1997 Visits (K)	2017 Visits (K)	Percent Change in Visits 1997-2017	2017 Visitor Spending (\$M)	Jobs	Labor Income (\$M)	Value Added (\$M)	Economic Output (\$M)
Crater Lake NP	451.5	711.7	157%	\$59.9	981	\$26.8	\$43.5	\$80.6
Lava Beds NM	111.7	135.3	121%	\$5.6	74	\$2.0	\$3.2	\$5.9
Lassen Volcanic NP	391.8	507.3	129%	\$30.1	437	\$11.5	\$18.7	\$34.5

Data is for 1997 and 2017 and based on information from the following website:
<https://www.nps.gov/subjects/socialscience/vse.htm>

The Volcanic Legacy: *Intrinsic Qualities and Amenities of the Byway*

Intrinsic qualities are the important attributes of a byway that make it special – the significant features and places that attract people and may become the focus of some combination of enhancement, preservation, and promotion. Intrinsic qualities are not just the things to see and do along the road, but rather the distinctive features that create an overall sense of the corridor’s character, history

or culture. The National Scenic Byway Program defines intrinsic qualities as the “features that are considered representative, unique, irreplaceable, or distinctly characteristic of an area.” The Federal Highway Administration recognizes six primary categories of intrinsic qualities: Natural, Scenic, Recreational, Historical, Cultural, and Archeological. The Volcanic Legacy Scenic Byway All-American Road has intrinsic qualities in each of these categories; some are listed in the table below.

Intrinsic Qualities of the Byway from the 1997 and 2002 CMPs

	OREGON	CALIFORNIA
SCENIC	Crater Lake National Park	Lower Klamath & Tule Lake National Wildlife Refuges
	Wood River Valley	Lava Beds National Monument & Lava Beds Wilderness
	Sky Lakes & Mountain Lakes Wilderness – Fremont-Winema National Forest	Mount Shasta Wilderness, Shasta Trinity & Klamath National Forests
	Upper Klamath Lake	Lassen Volcanic National Park, Lassen and Caribou Wildernesses
		McArthur-Burney Falls Memorial State Park
		Hat Creek Rim
		Butte Valley National Grassland
NATURAL	Crater Lake National Park	Butte Valley National Grassland
	Sky Lakes & Mountain Lakes Wilderness	Lava Beds National Monument & Lava Beds Wilderness
	Upper Klamath Lake National Wildlife Refuges	Medicine Lake Highlands & Modoc National Forest
	Headwaters of the Wood River	Pluto Cave
	Bear Valley National Wildlife Refuge	Mount Shasta Wilderness, Shasta Trinity & Klamath National Forests
	Klamath Marsh National Wildlife Refuge	Hat Creek Rim
		Lassen Volcanic National Park, Lassen and Caribou Wildernesses
		Thousand Lakes Wilderness – Lassen National Forest
		McCloud Falls

	OREGON	CALIFORNIA
CULTURAL	Klamath Tribes	Native American history – Klamath, Modoc, Pit River, Shasta, Wintu, Yana/Yahi, Maidu, and other tribes
	Early logging history	Early logging and mining history
	Ranching and agriculture	Town heritage festivals
		Ranching and agriculture
ARCHAEOLOGICAL		Lava Beds National Monument – Petroglyph Point
RECREATIONAL	Crater Lake National Park – hiking, biking, skiing, snowshoeing	Lower Klamath & Tule Lake National Wildlife Refuges – birdwatching, canoeing, hunting
	Wood River - fishing and boating	Lava Beds National Monument – caving, camping, bicycling, hiking
	Sky Lakes & Mountain Lakes Wildernesses, Rogue River & Fremont-Winema National Forests – hiking, fishing, skiing, snowmobiling, camping, Zip-line	Modoc, Klamath, Lassen and Shasta-Trinity National Forests – hiking, fishing, skiing, snowmobiling, camping, bicycling, boating
	Upper Klamath Lake – fishing, boating, birdwatching, camping	McArthur-Burney Falls Memorial State Park – camping, hiking, boating, fishing
	Running Y Resort – golfing, boating, birdwatching, bicycling, ice skating	Mount Shasta – snowboarding, downhill and Nordic skiing, mountain biking, hiking
	Eagle Ridge Park and Spence Mountain Cycling Trails – bicycling, fishing, camping	Lassen Volcanic National Park – hiking, skiing, snowshoeing, camping
	Klamath Falls – numerous recreational opportunities and guide/rental services	Pluto Cave and Subway Cave
	Lake Ewauna –rowing, kayaking, Wingwatchers birding trail	
	Pacific Crest National Scenic Trail – backcountry hiking trail that runs from Mexico to Canada with access points at several locations along the VLSB in both Oregon and California	

	OREGON	CALIFORNIA
HISTORICAL	Crater Lake Lodge	Applegate Trail
	Fort Klamath Military Post and Museum	Nobles & Lassen Emigrant Trails
	Applegate Emigrant Trail	Siskiyou County Museum
	Collier Memorial State Park & Logging Museum	Lava Beds National Monument and the Modoc Indian War
	Klamath Falls – Klamath County Museum, Baldwin Hotel Museum, Favell Museum, Veteran’s Memorial Park	Tule Lake Segregation Center and Camp Tulelake – Tule Lake Unit of WWII Valor in the Pacific National Monument
	Bureau of Reclamation Klamath Basin Project	Historic railroad and timber towns of Weed, Mt. Shasta, McCloud and Westwood
		Living Memorial Sculpture Garden
		Lassen Peak eruption

Strategy for Enhancing, Preserving and Managing Intrinsic Qualities of the Byway

Intrinsic qualities represent only a part of the corridor’s value to the community and region. Non-recreational transportation to move people, goods, and services and for forestry and farming activities is an important and crucial function of the byway. Ongoing byway planning should recognize these multiple values and incorporate them into appropriate management strategies that accommodate growth and industry and positive change, while also preserving the intrinsic qualities of the byway that make it a special place to visit and a vital tourism destination.

Fortunately, most of the Byway’s scenic, natural and cultural resources are under the stewardship of federal, state or county governance. The National Park Service manages Crater Lake NP, Lava Beds NM, Tule Lake Unit of World War II Valor in the Pacific NM, and Lassen Volcanic NP. The US Fish & Wildlife Service manages several National



Informational signs outside the Tule Lake Segregation Center

Wildlife Refuges, and the US Forest Service manages national forest and wilderness lands throughout the Byway region. State, county and city parks are also found along the Byway. These entities manage resources with a conservation ethic (preserve the scenic beauty and natural resources) while also affording opportunities for recreation, wildlife viewing and managed use of resources (hunting, timber harvest, agriculture, mining).

Management for protection of scenic and natural qualities varies to some degree from agency to agency, and depends on land designation. Park and wilderness areas are generally less developed and often managed for a more natural state than other public lands, which may allow for uses such as timber harvest, grazing and developed recreation (ski resorts and other special uses). Wildlife Refuges are primarily for the enhancement of waterfowl and wildlife habitat, but often may include agricultural components and dynamic water systems (dams and diversions). Regardless, the designation of the VLSB creates an opportunity for partnerships with the National Park Service, Fish and Wildlife Service and the Forest Service to preserve the intrinsic qualities for which it was designated, in

accomplished post-byway designation, including interpretive plans for all byway regions. Many visitor facilities have been created or enhanced, and interpretive displays and materials have been created to inform the public about Byway features.

Preserving and managing the visual integrity of the Byway is a trickier prospect. Natural events, such as wildfires, can alter scenic views, close roads and destroy infrastructure, but are generally considered part of the natural cycle in forested landscapes. However, fire suppression has been a normal practice on public lands for decades, and some areas are finding the resultant overgrowth of vegetation to now be problematic, calling for thinning of these areas manually. This is not just a



Two flying white egrets along the Discovery Marsh Trail, which is maintained by California FWS

addition to providing travelers with opportunities to experience the natural world first-hand. Many enhancements to the Intrinsic Qualities of the VLSB were listed previously and have already been

potential visual impact on scenery, but also a safety issue that must be addressed in many wildland interface areas. Heavy roadside vegetation can be dangerous for drivers by increasing the fire risk, impeding the view of traffic or road hazards, as well as harboring wildlife that may suddenly travel into the roadway. Agencies have in place regulations that require an environmental impact analysis of projects (such as vegetation treatments), which would consider an obligation to

maintain the visual integrity of the Byway as much as possible, while still accomplishing desired project results. Overarching Forest Management Plans and Highway Safety Plans will also take the Byway into account as part of long-term transportation improvement planning.

The National Scenic Byway Program is administered by the Federal Highway Administration under policy issued in the Federal Register on May 18, 1995. This policy states: “Any road nominated for the National Scenic Byway or All-American Road designation will be considered to be a designated State scenic byway.” Upon federal designation as a Scenic Byway All-American Road in 1997 and 2002, the VLSB became a designated State Scenic Highway.

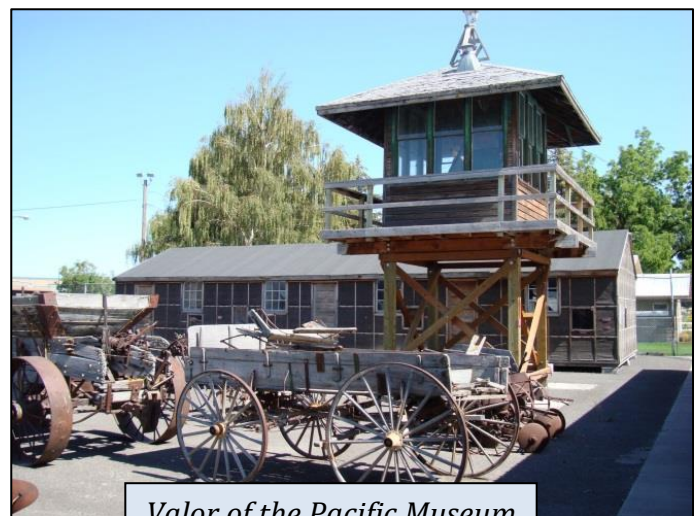
The California Streets and Highways Code, Chapter 2, Division 1, Section 260 states: “It is the intent of the Legislature in designating certain portions of the state highway system as state scenic highways to establish the State's responsibility for the protection and enhancement of California's natural scenic beauty by identifying those portions of the state highway system which, together with the adjacent scenic corridors, require special scenic conservation treatment.”

Oregon has a similar Oregon Revised Statue (734-032-0010) which states “The goals of the Scenic Byway Program are to: (a) Create a comprehensive statewide multi-agency program to identify and manage Oregon's most outstanding scenic transportation corridors; (b) Preserve and/or enhance Oregon's most outstanding scenic transportation corridors; and (c) Provide meaningful tourism opportunities for the traveling public.

Other development on private lands along the Byway is less predictable. Although there are controls in place to restrict billboard advertising on Interstate and State Highway roadsides, there is less control on County roads or adjacent

private lands beyond the road rights-of-way. Scenic visual corridors in some areas can only be protected through local ordinances, public awareness, planning and community outreach.

Community outreach was a component of this CMP process, and efforts were made to identify areas outside of federal ownership that may need protection by other stakeholders. Community outreach, education and development will have to be an ongoing effort made by the VLCP in order to assure long-term success in preserving the Byway's scenic values. Identification of specific sites and connection with local landowners and



*Valor of the Pacific Museum
outdoor display*

community leaders will be the key. Careful marketing strategies should be developed so local communities can advertise to the traveling public in ways that do not negatively impact scenic resources along the Byway.

The placement of utility lines, poles and telecommunication towers both in and outside communities are largely incompatible with conservation of the Byway's scenic values and historic

character of the towns along its route. These kinds of activities are a stark contrast from the natural environment visitors and residents expect to see here.

Visual quality is a highly personal valuation that renders quantitative visual simulation models ineffective in gauging the degree of visual impact from a proposed project. Siting, design, construction materials, and highway right-of-way management can mitigate some of the adverse aesthetic effects of a project. Careful planning and management of development along the Byway will be necessary to both improve the visitor experience and minimize intrusions into scenic viewsheds. See Appendix E for recommended scenic guidelines for the Byway.

Byway Amenities Inventory and Condition Assessment

Fortunately, the amenities along the Byway are well documented in the regional Interpretive Plans that have been developed over the past 20 years. Many of the amenities that were listed on the previous pages already have interpretive facilities of some kind associated with them. There are some that could use additional improvements; maintenance of existing facilities is also an ongoing concern. The VLCP conducted an inventory and condition assessment as part of the CMP process to identify and prioritize the ongoing needs and future development of these sites.

The following tables are divided into geographic regions and are generally excerpted from the previous CMPs and four regional Interpretive Plans. Sites with new facilities are identified as well. Sites with numbers in parenthesis

correspond to Interpretive Plans if the site was described. Maps showing the locations of many of these sites are in Appendix D.

During the 2016 community meetings for the CMP update and fall 2017 meetings to promote rural tourism, agency partners and community stakeholders were asked to confirm if the recommendations for each site in their region were still desired and what their priority was. Priorities were assigned by the following criteria:

1 = development is desired in the short-term (next 5 years)

2 = development is desired in the mid-term (within the next 10 years)

3 = development requires more planning and/or time to solicit partner funds (within the next 15 years)

4 = project is no longer a priority to complete

Sites identified as Tier 1, 2, 3 or 4 in the 2012 Interpretive Plan indicate the type of interpretive facility that is recommended for that location. The intent is to “*brand*” the entire length of the 500-mile byway with design elements that reflect the geology of the area. The design character features Cascadian style architecture, consistent with that being used along other scenic byways throughout the Pacific Northwest. There will be some exceptions for interpretive signs in park and refuge units or other locations. The examples below illustrate the tiered or “T” concept. Either vertical or low profile interpretive panels may be used after consideration for accessibility in all designs.

Tier 1 byway portals – Cascadian-design covered kiosks with three interpretive panels located at major public facilities along the Byway with high visitor traffic such as community gateways, visitor centers, and state highway rest areas.



VLSB Kiosk at Visitor Center/Rest Area in Midland, Oregon

Tier 2 byway portals – covered kiosk with two interpretive panels at public recreation areas with a cluster of recreation sites and at larger campgrounds.



Tier 3 byway interpretive sites – a covered single panel interpretive site at smaller public campgrounds and day use areas near the Byway (within 20 miles) and at community gateways.



Tier 4 byway interpretive sites – uncovered site with low profile interpretive panel(s) at specific points of interest along or near the Byway.



Low Profile



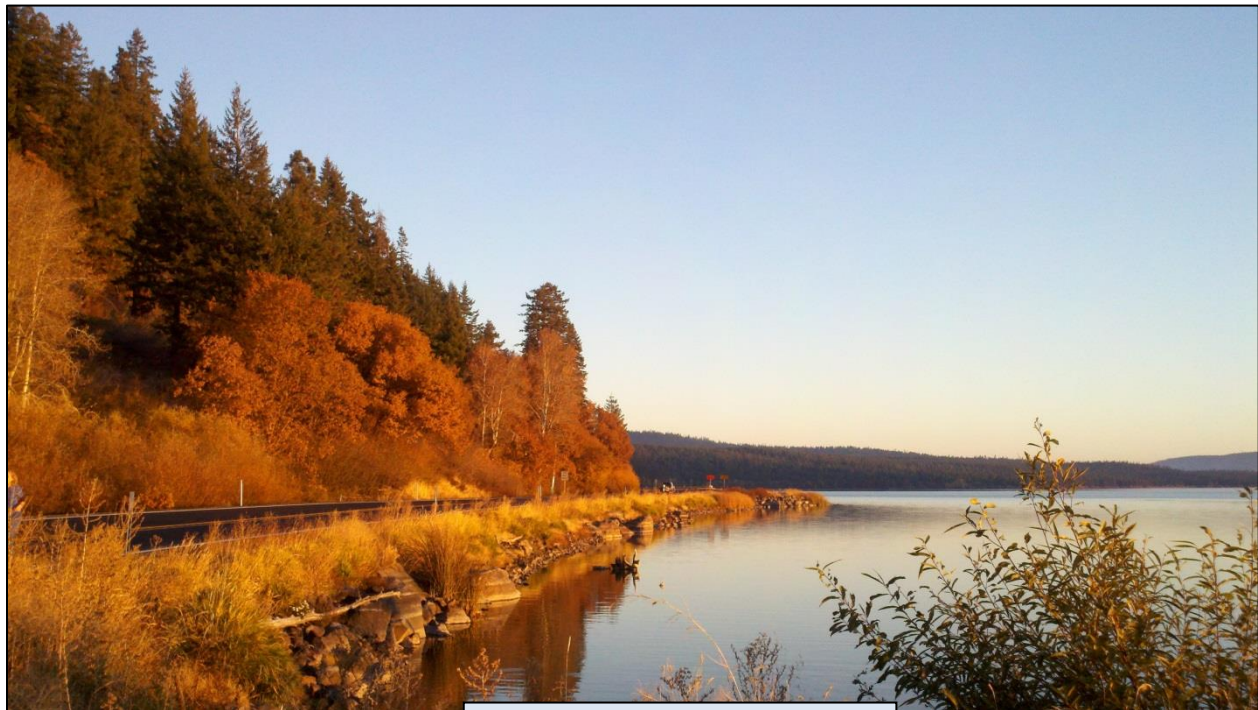
Example of a Tier 4 interpretive panel at the Mt. Shasta Vista Point – west side of Highway 97, California

Oregon and Klamath Basin Sites and Status

<i>Interpretive Site Klamath Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
National Forest sites with concept plans				
	Pelican Guard Station (12 OR)	Byway orientation station, restroom	Completed	
	Rocky Point Boat Ramp (14 OR)	Signage for canoe trail, ecosystems, wildlife & geology. Not a site to bring increased traffic, no orientation.	No VLSB on site; condition of site is good	
	Rocky Point Resort (15 OR)	Byway signs at the resort area and overlooks; visitor orientation site for Byway	No VLSB on site; condition of resort is good	
	Marsh Overlook on Westside Rd	Orientation site and interp. of Upper Klamath Lake and tributaries, wildlife, eagles	Completed	
	Crystal Springs Rest Area (20 OR)	Byway orientation station, restroom	Completed	
	Annie Creek SnoPark (31 OR)	Byway orientation station, restroom	Completed	
Off the VLSB				
Beaver Marsh (SR 97) Rest Area	SR 97	Orientation station, restroom	Completed; orientation station at rest stop	
On the VLSB (N to S)				
Vanished Volcano (29 OR, 30 OR) – SR 62 pullout	North of Ft Klamath, SR 62	None recommended	Currently has 1 interp. sign of ancient Mt. Mazama	
Jackson Kimball State Park (28 OR)	Ft. Klamath, SR 62, FS Rd 2300	Recommend 2 low profile signs		
Wood River Day Use Area (27 OR)	Ft. Klamath SR 62 County Rd 623	Recommend 3 low profile signs		
Fort Klamath (26 OR)	SR 62	1 interpretive sign in town and 1 at Fort Klamath Museum. Also, Byway orientation station in town.		
Sevenmile Guard Station (25 OR)	FS Rd 3300	Self-guiding publication and includes Pelican Guard Station		
Mare's Egg Spring (23 OR)	Westside Rd	No development recommended		
Crystalwood Lodge (21 OR)	Westside Rd	Private; distribute Byway brochure & guidebook		

<i>Interpretive Site Klamath Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Malone Springs (19 OR)	Westside Rd	Upper Klamath Lake; no signs recommended	Existing bulletin board could be used. FS installed new bathroom	
Marsh Overlook (18 OR)	Westside Rd	3 low profile signs; ecology	Gravel pullout	
Mountain Views Vista (8 OR)	SR 140, MP53	Future pullout; geology and history, wilderness		
Crater Lake Zip Line	SR 140	None	Newly constructed in 2015	
Harriman Springs Resort (17 OR)	Rocky Point	Distribute Byway brochure	Reconstructed in 2015; resort, camping, boating	
Upper Klamath NWR canoe trail	Rocky Point	See Rocky Point boat ramp above		
Pelican Cut Canoe Launch (11 OR)	SR 140, FSR 530	No interpretation	Parking lot is okay.	
Odessa Campground and pullout (9 OR, 10 OR)	SR 140 FSR3639	Existing pullout – 1 sign recommended.		
Spence Mountain Bike Trails	SR 140	New site; add Byway map to kiosk if there is space	Kiosk in parking area.	
Eagle Ridge County Park	SR 140	Access road is for high clearance vehicles	May see increased use from bicyclists. Grade and gravel access road.	
Running Y Ranch Resort (6 OR)	SR 140	Byway sign, brochure & guidebook recommended	Fully developed resort; brochures in lobby	
Doak Mountain Waysides	SR 140	Interpretive panels	Completed; condition is good.	
Howard Bay SR 140 on Upper Klamath Lake Boat Ramp (7 OR)	SR 140	Recommend 5 low profile signs	Boat ramp with toilet; common stopping place; fishing. No interp yet.	
Collier Interpretive & Information Center	SR 97, north of Chiloquin	Full service rest area with volunteer-staffed Welcome Center.	Needs more partnering to provide VLSB information; cannot sell Byway materials.	
Numerous possible sites in Klamath Falls				
Discover Klamath Travel Center	SR 97/Main Street	Distribute Byway brochure and guidebook	Interp. trail & kiosk; could include VLSB sign	
Veteran's Memorial Park	SR 97/Main Street	Tier 3 Byway orientation station	No VLSB sign; boathouse has interp. sign on wall	
Moore Park & Marina	Lakeshore Drive	Tier 3 Byway orientation station	No VLSB sign; numerous bike trails	
Columbia Plywood, Energy Co-Generation Plant (5 OR)	SR 97, 6 mi S of Klamath Falls	Pullout to view Klamath River log floating and Mt. Shasta	No public pullout	

<i>Interpretive Site Klamath Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Mountain Views Vista (13 OR)	Off Westside Rd, on FS 3455; 1 mi N of Pelican Guard Station	Pullout for mountain views, signs including geological significance of mountains	Does not exist	
Point Comfort (16 OR)	SR 140		Closed	
The Rock, Cherry, Nannie, Threemile, Sevenmile, and Dry Creeks (22 OR)	Westside Rd	Interpretive signs	Existing gravel pullouts	
Artesian Spring (24 OR)	Sevenmile Rd	Interpretive signs	No pullout, insert signs	
Crater Lake Nat'l Park (32-72 OR)	33-mile Rim Drive	Several interp. sites are along the 33-mile drive.	Historic lodge at south entrance	
SR 138 Pullout (73 OR)	SR 138 near SR 97	Interpretive signs	Large pullout, no signs	
Diamond Lake Junction (74 OR)	SRs 7 and 138	Potential site for Tier 1 or 2 orientation station	No pullout	



*Howard Bay – Westside of
Upper Klamath Lake, Oregon*

<i>Interpretive Site Klamath Basin Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Miller Island State Wildlife Area (4 OR)	SR 97	Improve parking area; 3 low profile interp. signs		
Midland Visitor Center (3 OR)	SR 97		Orientation kiosk complete; suggest VLSB map panel similar to the ones at northern sites	
Tule Lake National Wildlife Refuge Visitor Center	Hill Road	Exhibit upgrades inside visitor center		
Tule Lake National Wildlife Refuge Visitor Center		Recommend orientation station near parking lot with VLSB and Modoc Scenic Byway map		
Tule Lake National Wildlife Refuge Visitor Center		Create flying geese sculpture outside VC		
Tule Lake National Wildlife Refuge Visitor Center		Plan and develop a new, larger visitor center on SR 161		
Tule Lake National Wildlife Refuge Visitor Center		Paved path exists around the wetlands; reader rails are recommended		
Tule Lake National Wildlife Refuge auto tour (9.6 miles one way)	Ends at LBNM entrance	Auto tour guide no longer available as the USFWS discontinued the tour		
Civilian Conservation Corps (CCC) Camp on Hill Rd	1 mile north of Tule Lake NWR visitor center	Develop as an Interagency POW and CCC Museum with partners	Stabilize buildings; create an interp. tour for public to access	
Peninsula Rock art site	LBNM petroglyph site off SR 161	Construct ADA accessible walkway to view the cliff face		
Lower Klamath National Wildlife Refuge (2 OR)	SR 161 – existing pull-out	Existing 10-mile auto tour route with interpretive signs; install new interpretive panels	Auto tour is no longer available	
Lower Klamath National Wildlife Refuge		Develop an entry portal to Refuge for visitor orientation with shade structure	Completed	
Lower Klamath National Wildlife Refuge (2)		Prepare an interpretive prospectus for refuge		
Lower Klamath National Wildlife Refuge		Share new, larger visitor center with Tule Lake NWR on SR 161		
Lower Klamath National Wildlife Refuge		Build short boardwalk around marsh		

<i>Interpretive Site Klamath Basin Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Lower Klamath National Wildlife Refuge		2 new SR 161 pull-outs – 1 with 3 interpretive panels		
Caltrans vista pull-off (3 OR, 3 CA)	SR 161 – 8 miles east of SR 97	Recommend 6 interpretive panels, 9 parking spaces; clean/paint wall; add refuge name on wall		
Frances Landrum Historic Wayside (1 OR, 4 CA) with Applegate and CA. emigrant trails monument, 2 interp. signs, 2 benches, flag poles, picnic tables, water	SR 97, near junction with SR 161	Need turn lanes off SR 97, add vault restrooms, build 3,000 sf byway information center and amphitheater, install 3 interpretive panels	Visitor center and amphitheater not recommended due to cost; add other planned improvements	
Lava Beds National Monument and Refuge boundary (59)	Hill Road	Existing tier 2 kiosk; add VLBS logo onto marker and a map		
Lava Beds NM visitor center (60)	Off SR 139	Tier 2 portal if no Byway info. exists		
Petroglyph site (61)	Off SR 139	Existing tier 4 panels	Secure site from potential vandalism	
Designate Lava Beds as a national park		Assess community, tribal and congressional support; draft bill	In progress	1
Tulelake Welcome Station (62)	SR 161 and Main St.	Existing tier 1 portal; include Byway info.		
Tulelake Museum (64) and WWII Valor in the Pacific NM visitor center (65)	Main St.	Recommend Tier 4 portal if more panels are desired		
Japanese Segregation Center in Newell	Off SR 139	Recommend Tier 4 low profile panels	Develop an interp. tour for public to access	
SR 161 - mile marker 3.9 (66)	Construct highway pull-off for wildlife viewing	Recommend Tier 4 low profile panels		
SR 161 - mile marker 5.4 (67)	Construct highway pull-off for wildlife viewing	Recommend Tier 4 low profile panels		
SR 161 – mile marker 5.6 (68)	Construct platform for wildlife viewing	Recommend Tier 4 low profile panels		
SR 161 – mile marker 6.8 to 7.1 (69)	Existing pull-off	No signs are proposed; wildlife viewing only		
SR 161 – mile marker 8.7 (70)	Existing pull-off	6 small interp. signs	Completed	

<i>Interpretive Site Klamath Basin Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Klamath Basin NWR entrance (71)	SR 161	Existing boardwalk to overlook with 3 interp. signs	Completed	
SR 161 – mile marker 13.4 (72)	Existing pull-off with no interp. signs	1-2 low profile reader rails are recommended		
East-West Road/Hill Road intersection (73)		No signs are proposed		
Klamath Basin NWR visitor center (75)	Hill Road	Tier 1 portal showing map of Byway	Completed	
Hill Road viewing platform and photo blind (76)	3.2 miles south of Hill Road and East-West Road intersection	Recommend Tier 4 low profile panels		
Bear Valley NWR (2)	SR 97		No public access and no public viewing	



Fort Klamath, Oregon

California Sites and Status

<i>Interpretive Site Butte Valley Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Dorris Community Hall or near flagpole	SR 97	May be able to accommodate a VLSB panel here		
Butte Valley National Grassland (5)	SR 97	Construct 3-panel orientation station interpreting grassland		
Butte Valley State Wildlife Area – Meiss Lake (6)	Off SR 97 on Meiss Lake Road	Need better road surface to view points, benches, sun shelter, 3 interpretive panels		
Four Corners Winter Recreation Area (15)	28 miles east of Macdoel off Red Rock Road on FS Road 15	Include in Byway guide & on map; Klamath NF		
Klamath NF, Goosenest Ranger District (7)	SR 97	Construct Byway orientation station with 3 interpretive panels near group of pines		
Juanita Lake and Campground (8)	Off SR 97, Ball Mountain Road	Install map panel showing Klamath NF and nearby points of interest	Completed	
Lava Escarpment (9)	SR 97, south end of Butte Valley	No infrastructure proposed; include info. in Byway self-guided geology tour		
Caltrans Grass Lake Rest Area (11)	SR 97	Recommend 3-panel Byway orientation maps on existing kiosks		

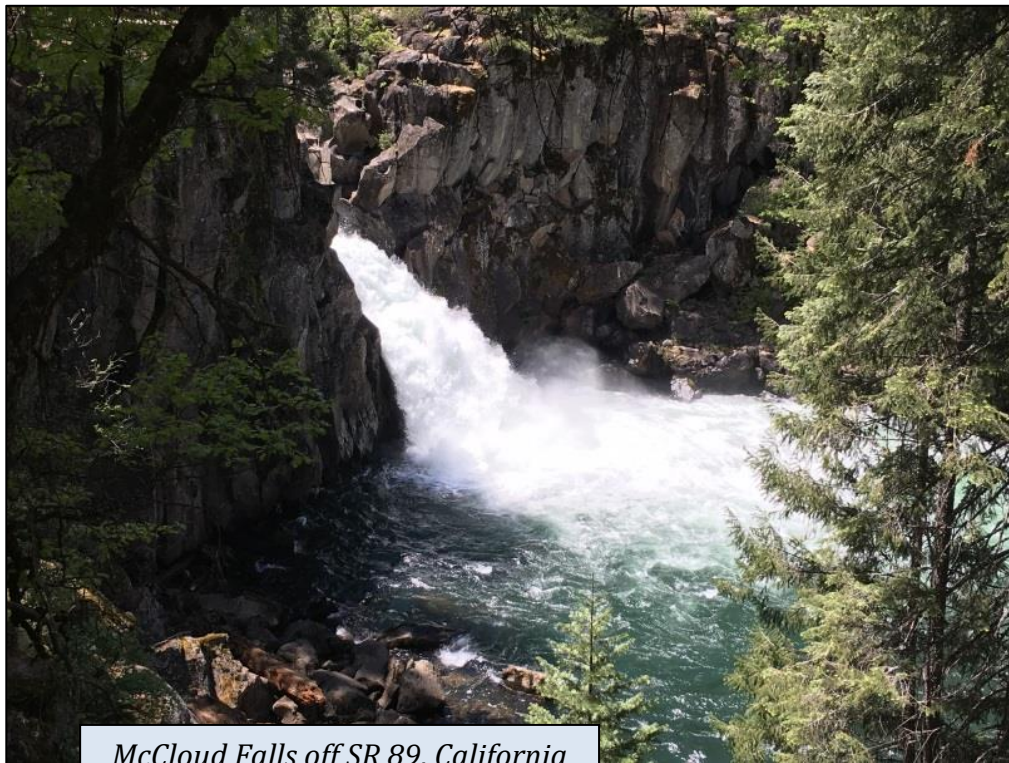
Enjoying the warm waters of Lake Britton at McArthur-Burney Falls Memorial State Park, California



<i>Interpretive Site Mount Shasta Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Herd Peak Lookout views (staffed in summer) (12)	Off SR 97 on FS Road 45N22	Include interpretive info. in Byway guidebook (done) and a Byway trail guide		
Mount Shasta Vista Point (13)	SR 97	Install 3 interpretive panels to existing wall; provide wheelchair access to viewing platform		
Deer Mountain Winter Recreation Area (14)	4 miles off SR 97	Include in Byway guide	Completed	
Military Pass Historic Marker (16)	SR 97, 13 miles north of Weed	Include in Byway guide	Completed	
Living Memorial Sculpture Garden (17)	SR 97	Include in Byway guide (done); install 3 interpretive signs at parking lot		
Whitney Creek Pullout, (18) view of 1997 debris flow and Lava Park	SR 97, north of Whitney Creek	Small gravel pullout; include in Byway guide and geology guide		
Shasta Valley View Point (19)	SR 97 near Weed	Existing gravel pull-out; install 3 interpretive panels		
Mount Shasta Recreation Area (20)	Off I-5 on Everitt Memorial Hwy	In byway guide as Everitt Memorial Scenic Drive	Done	
Black Butte Trail (21)	Off Everitt Memorial Hwy	Improve signage at trailhead; include in byway guide	Completed – sign installed 2015	
Sisson-Callahan National Recreation Trail (9 miles) (22)	Off I-5, west of Mt. Shasta City	Include in Byway guide, map and a trail guide		
Pacific Crest National Scenic Trail (23)	At Burney Falls State Park, and Mount Shasta area	Include in Byway guide and a trail guide	Completed	
Mt. Shasta Visitor Center (24)	I-5 and SR 89 in Mt. Shasta City	Construct a new byway visitor center	Project dropped due to cost	
Mt. Shasta Sisson Museum	Of Interstate 5	Developing volcanism display (2016), would like to include VLSB info.	Size constraints in historic building	
Mt. Shasta Visitors Bureau	Pine Street, Mt. Shasta	Partner with FS to develop a larger visitor center and expanded off-street parking	Parking and accessibility issues; co-locate with FS to a better location. New (2016) electronic kiosk located by fire station	1

<i>Interpretive Site Mount Shasta Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Big Canyon Vista (25)	SR 89 between Mt. Shasta & McCloud on STNF	Existing pullout and sign; install two interpretive signs; include in Byway guide and geology tour guide	No signs installed	3
Snowman's Hill Winter Play Area (26)	SR 89	Include in Byway guide	Completed	
Mt. Shasta Ski Park (27)	Off SR 89	Include in Byway guide	Private resort on private land	
Mt. Shasta Nordic Center			Permitted operation on FS lands	
Pilgrim Creek Snowmobile Park (28)	Off SR 89 and FS Pilgrim Creek Road	Include in Byway guide	Completed	
McCloud River Falls Loop Road (29) and McCloud River Recreation Area		Include in Byway guide and recreation area guide; construct 3-panel entry portal	3-panel entry portal complete; included in guide. Develop recreation area guide for the entire McCloud Rec. Area	
McCloud Recreation Area - Fowler Campground (30)	Off SR 89	Existing pull-out; include in Byway guide (done); planned interpretive panel on stagecoach history and wagon road	Panel on stagecoach history & wagon road not installed	1
McCloud River – Lower Falls Overlook (31)	Off SR 89	1 existing interpretive panel on the Wintu; install 1 new interpretive panel	1 existing interp. panel on the Wintu; 2 nd panel not installed	1
McCloud River – Middle Falls (32)	Off SR 89	Existing pull-out & 3-panel orientation structure and 1 interpretive panel next to trail	Existing parking area & restrooms with 3 panel structure & interp. panel at overlook	
McCloud River – Upper Falls Day Use and Picnic Area (33)	Off SR 89	Existing parking area and restrooms; install 3-panel orientation station	Existing parking area and restrooms; 3 panel orientation station installed	
McCloud River Gorge & Upper Falls Vista Point (34)	Off SR 89	Install 1 interpretive panel	Completed	
Lakin Dam off McCloud River loop road (35)	Off SR 89	One interpretive panel recommended	3 interp. panels installed	
Camp Four in McCloud Recreation Area (37)	Off SR 89	Include in recreation area; interpretive panel on area logging history	New panel not installed	2

<i>Interpretive Site Mount Shasta Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
McCloud River View Pullout (38)	McCloud River loop road off SR 89	Include in recreation area guide; one interpretive panel on fishing (red band trout)	New panel not installed	2
Cattle Camp swimming hole – day use area with restroom (39, 40)	McCloud River loop road off SR 89	Include in recreation area guide; one interpretive panel	New panel not installed	2
Algoma Undeveloped Campground (44)	McCloud River loop road off SR 89	None		
Konwakiton Vista Point (46)	SR 89	Construct 3-panel, covered byway orientation station	Station not constructed	4
Great Shasta Rail Trail	Off SR 89 and SR 299	New 80-mile rail trail from Burney to McCloud	Include in Byway and recreation area guide & map	1

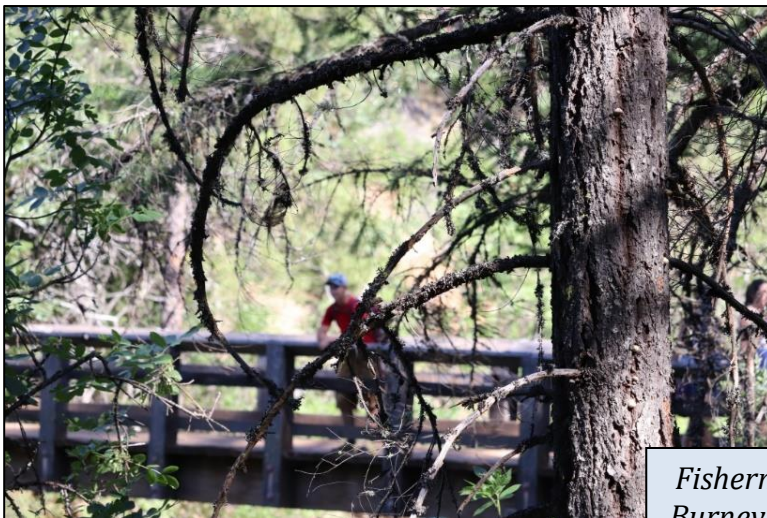


McCloud Falls off SR 89, California

<i>Interpretive Site Hat Creek Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
McArthur-Burney Falls Memorial State Park (47)	SR 89	Construct new visitor center and campfire amphitheater	Visitor center is completed	1
McArthur-Burney Falls Memorial State Park (47)		1-mile falls trail with 18 existing interp. panels – prepare new interpretive sign plan to tie panel themes together		1
McArthur-Burney Falls Memorial State Park (47)		Remove existing 3 panel vertical exhibit near falls; replace with 3 panel Byway orientation station		2
McArthur-Burney Falls Memorial State Park (47)		Replace wood map next to main road		1
McArthur-Burney Falls Memorial State Park (47)		Plant a native plant garden around new visitor center		1
Honn Campground (48)	SR 89	Include in Hat Creek area guide for the entire recreation area; install 1 interp. panel with fire theme		1
Bridge Campground and Day Use Area (49)	SR 89	Include in Byway guide (done); install 1 interp. panel with water theme		1
Fisherman's Trail	SR 89 between Bridge and Hat Campgrounds	Complete trail design concept; install interp. panels along 4-mile fisherman's trail		1
Rocky Campground (50)	SR 89	Include in Hat Creek area guide		1
Cave Campground (51)	SR 89	Include in Hat Creek area guide		1
Subway Cave Geological Site (52)	SR 89	Include in Byway guide (done); create audio tour of cave; replace existing interpretive panels	Move Old Station Visitor Center (A-frame) to this site	1
Old Station Visitor Information Center (53)	SR 89/44 at Old Station	Include in Byway guide (done); design/construct 1,000 sf addition and new amphitheater	Co-locate at Subway Cave site	2
Hat Creek Campground (54)	SR 89/44	Include in Hat Creek area guide; design/construct amphitheater		2
Spattercone Trailhead (55)	SR 89/44	Include in Byway guide (done); replace cracked interpretive panel; reprint trail brochure		1
Panoramic Vista Point (56)	SR 89/44	6 existing interpretive panels along Deer Hollow Trail; install 3 panel Byway orientation station	Remove rock wall and 3 pedestals if no interp. panels provided	1
Hat Creek Rim Overlook and picnic area (57)(51)	SR 44	3 existing interpretive panels, telescopes, and audio messages around a plaza; include in byway guide (done); recommend 2 panel, covered byway orientation station		2
Ashpan Winter Recreation Area (56)	SR 89/44	Recommend Tier 3 orientation station		

<i>Interpretive Site Hat Creek Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Lassen Crossroads Information Center (57)	SR 89/44	Existing Tier 1 portal	In Lassen Volcanic NP, joint project with Lassen NF	2
Eskimo Hill Winter Play Area		Ongoing maintenance needed on hill and the parking lot		1
Lassen Volcanic NP (north & south entrances) (58)	SRs 36 and 89	Tier 4 byway panel at southwest visitor center and Lassen Crossroads if none exist		
Big Pine Campground	SR 89/44	Road maintenance, accessible restroom, signs	Long-term: construct a new campground	3

Cave Campground along Hat Creek, California

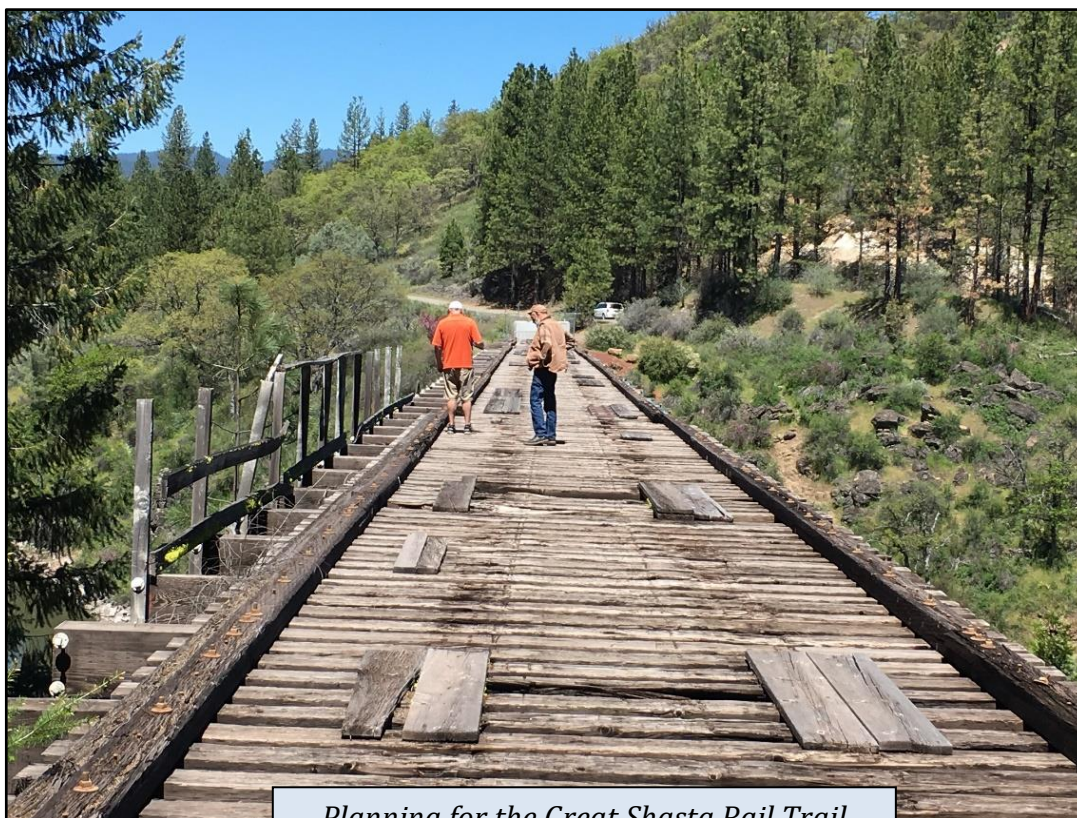


Fisherman's Bridge in McArthur-Burney Falls Memorial State Park

<i>Interpretive Site Lassen-Lake Almanor Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Battle Creek CG (1)	SR 36 east of LVNP	Recommend Tier 3 panel		1
Mineral Work Center (2)	SR 36, Mineral	Fire center, recommend no Tier 4 panel at this time		4
Morgan Summit Winter Recreation Area (3)	SR 36	Recommend Tier 2 signs on existing kiosk		1
McGowan Cross-County Ski Trail (4)	SR 89 to LVNP	Recommend Tier 4 low profile panel		1
Spencer Meadows Trail (5)	SR 36	Recommend Tier 4 low profile panel		1
Gurnsey Creek CG (6)	SR 36	Recommend Tier 3 panel		1
Pacific Crest Trail (7)	SR 36	Recommend Tier 3 visitor information panel, check with PCT Assoc. and Collins Pine Co.	On Collins Pine land	1
Domingo Springs Campground Pacific Crest Trail	County Road 305	Tier 4 low profile panel, check with PCT Assoc.		1
Lake Almanor CG Complex (8)	East off SR 89, south of SR 36	Tier 2 portal	Add to existing kiosks	1
Lake Almanor Recreation Trail (9)	East off SR 89, north end of Almanor West Dr.	Tier 4 low profile panel (some panels already exist along the paved trail)	Trailhead, needs better parking	2
Almanor RV Legacy Campground (11)	Off SR 89	New site – Tier 2 or 3 portal		1
Almanor - Canyon Dam Picnic Area (10)	Off SR 89 near SR147	Recommend Tier 4 low profile, interp. panel		1
Lake Almanor Loop Class II bike lane	Using SR 36, 89 & 147	Minimum 5 ft. shoulder lane preferred for safety		3
Canyon Dam Boat Launch/Picnic Area (12)	SR 89	Tier 4 low profile, interp. panel		1
FS Almanor Ranger District visitor center (13)	SR 36 in Chester	Tier 1 portal or Tier 2 or panels on their outside kiosk; site improvements needed		1
Replace Chester Chamber of Commerce (14) with Almanor Park & Rec. District building (near downtown Chester)	SR 36 in Chester	Tier 1 or 2 Byway portal	Minor changes needed: 2 sites available	1
Chester Library and Museum (15)	SR 36 in Chester	Tier 4 low profile panel, sites needs a landscape plan to rehab. river bank		1
Collins Pine Co. Museum (16)	Off SR 36 in Chester	Tier 4 low profile panel		2
East Chester Winter Recreation Area (17)	SR 36	No interp. recommended due to low summer use.		4
Caltrans – Almanor Rest Area (18)	SR 36, east of Chester	Tier 1 portal. Use existing kiosks to place interpretive panels.	Minor changes needed	1
Silver Lake Recreation Area (19)	Off County Road A-21, SRs 36 and 44	Tier 4 low profile, interp. panel		1

<i>Interpretive Site Westwood/Susanville Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition or Status</i>	<i>Priority</i>
Westwood Railroad Depot Visitor Center (20)	Off SR 36 in Westwood	Tier 1 portal with signs on the porch or a separate kiosk that matches depot architectural style		2
Historic Westwood Walking Tour	Off SR 36 in Westwood	Develop an interpretive brochure with numbered stops		
<i>Old hospital (21)</i>	Westwood			
<i>People's Church (22)</i>	Westwood			
<i>Robber's Creek/old mill site – new path (23)</i>	Westwood			
<i>Walker Mansion</i>	Westwood			
<i>Workers barracks</i>	Westwood			
Westwood Museum (24)	Off SR 36	Tier 4 panel not recommended. Museum would benefit from an exhibit plan.		
Mountain Meadows Reservoir (25)	Off SR 36	Tier 4 panel when public access is improved		
Swain Mountain Winter Recreation Area (26)	Off County Road A-21	Tier 4 low profile panel		1
Mason Station Trailhead, Bizz Johnson Trail (27)	Off County Road A-21	Tier 4 low profile panel or place byway info. on existing kiosk		1
The "Chimney" (28)	SR 36	Tier 4 panel; undeveloped site, check with Caltrans re: parking		2
Fredonyer Winter Recreation Area (29)	SR 36	Place byway info. on existing kiosk in summer		
Fredonyer Crest Trails	Off SR 36	Proposed 23-30-mile single-track trail system	In planning phase now	1
Roxie Peconum Campground (30)	Off SR 36	Tier 4 low profile panel on existing kiosk		
Devil's Corral Trailhead, Bizz Johnson Trail and Southside Trail (31)	SR 36	Tier 4 low profile panel on existing kiosk		
Susanville Ranch Park (32)	Off SR 36 in Susanville	Recommend Tier 4 low profile panel	Trailhead kiosk on site	
Skyline Drive Trail (33)	Off SR 36 in Susanville	Recommend Tier 4 low profile panel	Repair broken asphalt	1
Susan River Trail (34)	Off SR 36 in Susanville	Recommend Tier 4 low profile panel	Repair broken asphalt	2
Roop's Fort Museum (35)	Off SR 36 in Susanville	Recommend Tier 4 low profile panel near or on porch; may not be needed with museum exhibits		2
Walking tour of Susanville murals (36)	Susanville	Upgrade existing mural brochure (Lassen Co. Chamber of Commerce)		1
Susanville Railroad Depot Visitor Center (37)	Susanville	Tier 3 portal; incorporate with planned new kiosk. Also replace depot shutters and repair asphalt parking lot		1

FS/BLM interagency visitor center/office (38)	Susanville	Tier 1 or Tier 2 portal		2
Diamond Mountain Trail	Susanville	Proposed 12-mile FS trail on Lassen NF; NEPA completed	Construction within 2 years	1
Rails to trails – Bizz extensions to Westwood, Bizz to Almanor Line (39) and to Wendel Line, and Wendel Line to Modoc Line,	Chester, Susanville, Burney, McCloud, Mt. Shasta	Continue to plan for trail connectors on abandoned railroad corridors. Bizz extension to Alexander St. planned in 2018; negotiate with Union Pacific RR for Wendel Line connector to Modoc Line	In progress	1



Planning for the Great Shasta Rail Trail bridge restoration project

<i>Interpretive Site Eagle Lake and Great Basin Region</i>	<i>Location</i>	<i>Recommended Interpretation</i>	<i>Site Condition</i>	<i>Priority</i>
FS Eagle Lake Ranger District Visitor Center (40)	SR 36 & County Road A-1	Tier 1 portal or signs on their outside kiosk		1
Susanville/Great Basin overlook (41)	County Road A-1	Proposed new vista on SPI land; Tier 4 low profile panel		4
Eagle Lake Recreation Area at Gallatin Marina (42)	County Road A-1	Recommend Tier 2 portal		2
Dow Butte Lookout at Gallatin Marina (43)	County Road A-1	Recommend Tier 4 - existing panel on site	Recommend landscape & site plan be prepared for entire marina	1
Eagle Lake Osprey Lookout (44)	County Road A-1	Recommend Tier 4 low profile panels on site	Faded panels need replacement	1
Spalding Fish Trap (45)	County Road A-1	Existing tier 4 kiosk panels on site	In good condition	3
Goumaz Campground (46)	Off SR 44	Tier 4 low profile panel or place on existing kiosk		2
McCoy Reservoir primitive campsite (47)	Off SR 44	Tier 4 low profile panel		3
Caltrans Bogard Rest Area (48)	SR 44	Recommend Tier 1 portal panels on existing kiosks	Area is improved	1
Crater Lake Campground (49)	Off SR 44	Recommend Tier 4 low profile panel		2
Poison Lake wildlife viewing area (50)	SR 44	Tier 4 low profile panel and parking		2



Pacific Crest Trail on the Hat Creek Rim, California



Lava land views near Tulelake, California

Roadways Condition Assessment

An assessment of existing roadway conditions was completed, based on interviews with ODOT and Caltrans staff and inspection of some areas of the route by community members. All parts of the VLSB are paved public travel ways; California roads consist of state, federal and park highways. Oregon roads are state and federal highways as well. Westside, Sevenmile, and Weed Roads near Upper Klamath Lake that are maintained by Klamath County.

Except in high elevation areas, roads are maintained year-round by agency work crews, and efforts such as weed control, pavement repairs and snow removal are scheduled and performed on a regular basis. Most of the route segments, other than the Interstate 5 portion, are comprised of a standard two-lane highway section, most with paved shoulders. All licensed vehicles may travel on any portion of the Byway, and it is generally passable to recreational vehicles (RVs), passenger cars and large trucks. Passing is accommodated through signing, and in some areas passing lanes and associated pavement markings.

Current roadway conditions are adequate for the traveling public. Caltrans and ODOT have active maintenance programs for all state highways. Klamath County also has maintenance plans to ensure the travel way remains safe for automobiles and RVs.

Most of the state highway routes are classified as Principal or Minor Arterial roadways with posted speed limits of 55 to 65 miles per hour, except when the roads approach or travel through towns or other restricted areas. The Interstate 5

portion of the VLSB (between SR 89 and SR 97) varies between a four- and six-lane freeway, with a speed limit of 65 to 70 mph. Westside Road Loop in Klamath County is classified as a Rural Major Collector road with a speed limit of 55 mph.

Traveler Safety and Comfort

Roads comprising the VLSB are generally well maintained and safe for vehicle travel. Certain road segments have limitations or issues due to topography, lane width, or seasonal weather hazards. Roads with probable safety concerns are briefly highlighted here, but almost all roads could be impacted by emergency situations such as road damage, flooding, fallen trees or rocks, wildfire or severe weather. Bicycling or pedestrian traffic on many of the state highways and county roads, although not prohibited, is not recommended due to narrow lanes, inadequate shoulder widths, big trucks, traffic volume, high speed limits, and limited visibility. Alternative routes or trails should be identified to assist with safe travel for cyclists and pedestrians until byway roads are improved.

California Highways with Special Safety Considerations

SR 161: This two-lane highway runs east from SR 97 to SR 139, accessing Tule Lake, Lava Beds NM and the Lower Klamath and Tule Lake NWRs. This road is used primarily by passenger vehicles, but trucks also frequent the area. Due to extremely narrow road shoulders, bicyclists should travel with caution along this route, as well as pedestrians who are stopping to view wildlife along the road. There may also be slow moving agricultural equipment on the road

during certain times of the year. According to the 2015 Caltrans Concept Report for SR 161, potential projects (subject to funding availability) could include developing ecological viewing areas along the road as well as standard shoulders.

I-5: Cyclists along this section of the Byway from Weed to Mt. Shasta are advised to take Old Stage Road and Pine Grove Drive versus riding on the interstate (Cycle Siskiyou route).

SR 89: Most of SR 89 between Mt. Shasta and the south entrance to Lassen Volcanic National Park has narrow or no shoulders and requires driving with extreme caution. Higher elevation areas are prone to lose gravel being displaced from embankments above the roadway, causing a hazard for motorcycles. Caution is also needed near the Sulfur Works area and near the southwest park entrance at the visitor center where there are tight curves. Pedestrians and bicyclists are discouraged from using the roadway, due to the lack of road shoulders in many areas. It is unfortunate the Highway 89 section of the Byway from Mt. Shasta to the south entrance of Lassen Volcanic National Park is along the “Sierra Cascades” bike route, advertised by the American Cycling Association (ACA). Bike fatalities have occurred on this section. Communications with ACA did not influence them to identify an alternate route and cease promoting SR 89. Temporary winter closures through the park generally occur between November and May.

SR 36: Portions of SR 36 between Susanville and Mineral are too narrow to safely accommodate cyclists. The section between Mineral and Chester is also part

of the ACA “Sierra Cascade” bike route and not recommended for cyclists. According to the 2012 Caltrans Concept Report for SR 36, there are several segments of roadway that have safety issues or restrictions, primarily due to severe weather (snow/ice), but also hazards like deer, rock slide areas, steep grades for trucks and lack of road shoulders or pullouts in the more mountainous areas. The segment of the highway through Chester is a 4-lane roadway with no center turn lane. There are no traffic stops and few crosswalks. This puts pedestrians at risk trying to cross the highway. Summer traffic in Chester also doubles in volume with cyclists, pedestrians and on-street parking all adding to the congestion. The 20-year design concept should consider reducing the roadway to 3 lanes with a center turn lane, bike lanes, sidewalks, and better delineation of parking through the town center. Plus, undergrounding unsightly utility lines through Chester.

SR 147: Most of Plumas County portion of this highway is wedged between Lake Almanor and the railroad tracks. Private homes and businesses are located either side of the road. There are no paved shoulders along this entire route for bicyclists or pedestrians.

Oregon Highways with Special Safety Considerations

SR 140: The highway has a section that runs adjacent to Upper Klamath Lake that is narrow and curvy. This section of the road is slated to be widened and straightened to eliminate the need for oversized loads to detour onto the Westside Road Loop. The boat marina occurs in this stretch of roadway, which also poses hazards as vehicles with boat

trailers enter/exit the road at the boat launch without a center turn lane (there is a right turn lane when headed west).

Westside Road loop: Comprised of Westside Road, Sevenmile Road, and Weed Road. This route connects Highways 140 and 62, and has a high volume of truck traffic (over 20%), which can make roadside parking and bicycling problematic. Although overall traffic volume is low, the road has narrow or no paved shoulders and some areas of limited visibility in the forested section. Since this route is a wide-loads detour, there may be some impetus for widening, as mentioned in the *Klamath County 2010-2030 Transportation System Plan* (2010), but at this time, only some of Highway 140 and none of the Westside Loop have had improvements made.

Crater Lake North Entrance road: Winter closure of the north park entrance (from Highway 138), west- and east Rim Drive, and Pinnacles Road at Crater Lake National Park are routine. Generally, these roads are closed from October/November through June/July, depending on winter snow accumulation. Highway 62, from both the west and south, is generally open for Park access in the winter months.

Outdoor Advertising Controls

Oregon Revised Statutes (ORS) 377 contains the Outdoor Advertising Sign Program for the State of Oregon. ORS 377 has specific permitting requirements, setbacks and penalties pertaining to *all* outdoor advertising along highways. ORS 377.510 prohibits outdoor advertising signs along roadways in established scenic areas. Klamath County planning rules adhere to ORS 377 as well as

stipulating that no outdoor advertising sign larger than 300 square feet can be placed on any lot or parcel that is *not* zoned as commercial or industrial use within an Urban Growth Boundary or Rural Service Center.

California law prohibits outdoor advertising on routes that are officially designated state scenic highways or byways. Article 8 § 5440.1 prohibits advertising displays along any designated scenic highway or scenic byway.

Other City or County ordinances would apply to lands outside of highway right-of-way buffers (generally 600-700 feet) identified in the state laws. At this time, billboards are not prevalent along the Byway, with a few exceptions near developed areas such as Weed and Klamath Falls, where the billboards existed prior to scenic byway designation. City, County and the State should adopt codes or ordinances to provide better control of outdoor advertising in the future. All outdoor advertising within 700 feet of the foreground area of the Byway is considered blight.

Design Standards for Roadway Modifications: *Evaluation of Impacts to Intrinsic Qualities*

Both ODOT and Caltrans utilize modern highway engineering and design in the maintenance and improvement of roadways throughout the states. State Highway Design Manuals provide for roadways that offer safe, convenient travel and commerce, while considering aesthetic factors and preserving the natural environment. Most identified improvements to roadway segments along the VLSB at this time will improve safety and drivability of the route.

Additionally, most highway and bridge design standards now consider bicycle and pedestrian uses on or along the roadway, which will enhance the enjoyment of Byway areas by residents and tourists. Except for the proposed replacement of the Lake Britton bridge, there are no currently identified roadway improvements in either Oregon or California that would compromise the intrinsic qualities of the VLSB. The Lake Britton bridge project would realign a 2.7-mile section of the Byway and construct a two-lane bridge with 8-foot shoulders. The new bridge will span 448 feet over the lake, be 40 feet wide and stand 203 feet higher than the existing bridge. Two piers will be near the lake. Due to the amount of ground disturbance, impact on natural and cultural resources, increase in traffic noise, effect on recreational uses along the lake, visual impacts, and the high cost, this proposal is incompatible with the Byway's designation.

Byway Signs: *Condition Assessment and Future Plans*

Highway Signage

Highway directional signs exist on all segments of the Byway, but differ in style between Oregon and California. In Oregon, signage on Scenic Byways is developed using the Byway logo. These large, multi-color signs are obvious from the roadway, but are almost all needing to be replaced. Most signs are faded; on many the design is peeling off from the sign backing or cracking due to sun exposure. It is unclear when these signs were installed, but the useable lifespan

has ended and they all should be replaced. The Oregon signs are mounted on individual posts that seem to be in good condition so could probably be used again for new signs. Some of the Oregon signs also have the America's Byway sign mounted under the larger sign as seen below.

In California, the Byway is signed with the traditional, Federal Highways-designed road signs bearing the America's Byways logo, similar to what is pictured below.

These signs are smaller and generally co-mounted with another road signage along the highway. The signs are one- or two-color paint on metal, so they are generally in good shape, although some should be replaced. A larger version of these signs would be recommended in specific places where a more conspicuous sign would assist drivers, such as when entering the VLSB from other routes.

The table below notes specific locations where additional signs, larger directional signs, or signs for replacement are needed.



Location	Needs replacement	Other
Fort Klamath, SR 62 Junction just east of Weed Road.		Remove sign to the east of Weed Road on SR 62 or install additional sign at Sun Mountain Road to direct VLSB travel to nearby Wood River Day Use and Jackson Kimball State Park.
Throughout Oregon	Almost all highway signs need replacement	Most critical for signs that face south into direct sun (i.e. northbound roads)
Throughout California	Replace all damaged and faded signs. Also, signs missing the VLSB logo.	VLCP recommends both states adopt the <u>same VLSB logo</u> to “brand” the byway with uniform signage.

Portal/Gateway Signage

Currently there is one gateway sign onto the VLSB located at the Highway 97 and Highway 138 intersection near Diamond Lake. This sign was constructed in 2012 and has a large placard with the VLSB

logo on a rock and wood display. There is no interpretive information at this location; it is just a sign indicating the beginning of the Byway.

Action Plan – the VLSB in the Decade to Come

Looking ahead to the next ten years, the VLCP aims to fulfill its mission of preserving the intrinsic qualities of the Byway while promoting opportunities for travelers and stimulating economic growth in the region’s communities. In order to succeed, the VLCP will strive to identify quality projects to promote and enhance the Byway while meeting the goals of the region’s land management agencies, local jurisdictions, and tourism agencies. Working together with regional stakeholders, the VLCP can assist with projects that will preserve and protect the unique values that make the Byway special, while helping its partners achieve

our common goals. The VLCP identified six core values in its 2014-2019 Strategic Plan, along with goals and effectiveness measures for each of the core values. These core values – stewardship, collaboration, integrity, community service, sustainable tourism and organizational capacity and effectiveness - will guide the actions that the VLCP and its partners will work together to implement. An excerpt from the Strategic Plan can be found in Appendix B.

Building Partnerships and Maintaining Involvement

As part of the CMP update process, a series of informal meetings with byway partners were held in five communities in spring/summer 2016 (Klamath Falls, Dorris, Mt. Shasta, Susanville, and Mineral). Prior to the initial meetings, a short on-line survey was used to gather information and ideas from stakeholders. Support for the original Byway designation was strong in both Oregon and California; these additional meetings were geared towards identifying new projects and opportunities to further enhance the amenities along the VLSB, identify maintenance concerns, and garner community input for the CMP.

Participants were given materials to review, along with contact information and the opportunity to receive further information regarding the progress of the CMP update. Our primary means of passing along information during the planning process was via email, Facebook postings and the VLSB Website. A Communication Plan was developed early in the CMP update process in order to make sure that information was being passed along in an efficient manner. Members of the core team assisted with the public meetings and outreach to interested stakeholders throughout the process.

The VLCP also participated in a series of community meetings in Malin, Dorris and Klamath Falls as part of Oregon's Rural Tourism Studios. The total 6-day studios were designed to identify stakeholder goals, and plan and implement action items to promote rural tourism in the Klamath Basin region. Many of these action items are now incorporated in the CMP update.

The 2002 California CMP identified ways to keep community involvement going after the planning process was completed. The table below is excerpted and updated from that plan as a general guide to maintain a high level of stakeholder participation in Byway activities.

*Living Memorial Sculpture
Garden and Labyrinth
West side of Highway 97 near
Weed, California*



Public Involvement Tool	Purpose	Suggested Time Interval and Format
Newsletters	Provide information on a regular basis to interested Byway partners	Quarterly or semi-annually. Can be distributed via email or posted on website or social media
Corridor Organization Meetings	Held to conduct corridor business, direct planning & management efforts, form committees, solicit support and gain input	As needed, but semi-annually would be the minimum required to keep the group active and engaged
Open houses or Workshops	Provide opportunities for project input, networking or other topics of interest to Byway groups	As needed, but a yearly workshop or open house is the minimum to keep groups engaged with the organization
Ceremonies, celebrations, special events	VLSB centric special events keep the community engaged and repeat events are great for tourism marketing	Often; a calendar of community events could be available on the Byway Facebook page
Website	Provide travel information as well as project updates. Should be updated often and have seasonal information available	Calendar of events should be kept up to date as information arrives; main website content should be updated at least semi-annually
Social media	Provide instant information on events and projects with the ability for feedback by interested parties	Often

Current or Planned Corridor Projects and Initiatives

The VLCP Strategic Plan for 2014-2019 identified several projects to complete during the five-year plan period. Some have been completed, but remaining projects are listed below:

- Continue VLCP participation and/or support for county bike and pedestrian trail initiatives (ongoing).
- Develop VLCP funding plan based on organizational and partner priorities for projects (ongoing).
- Initiate work on the Medicine Lake Volcano interpretive discovery guide.
- Refresh VLSB Facebook and keep current (ongoing).
- Design a mobile friendly VLSB website.
- Conduct visitor surveys using Survey Monkey® and post on the VLSB website.

New projects that will enhance travel on the Byway are continuously being

developed by land management agencies, local jurisdictions, highway agencies and others. Many management plans for Byway roadways, communities and public lands already exist and have goals and objectives or future projects and needs identified. These planning documents have been used by Byway planning groups before, as agencies have already identified ways to improve community lifestyle, increase tourism, stimulate economic development, support outdoor recreation, and enhance visitor services along the Byway. Funding is generally the primary limiting factor for projects moving forward, but having a list of projects ready for implementation is the first step to getting them off the ground when the opportunity arises.

Here are some examples of existing documents that have identified specific projects, or goals and principles for Byway and nearby road and trail improvements:

- Klamath Basin Vision 2020

- Klamath Falls Urban Trail Master Plan (in process 2016)
- Klamath County Transportation System Plan (2010)
- South Central Oregon Comprehensive Economic Development Strategy (2013-2018)
- Caltrans SR 36 Transportation Concept Report (2012)
- Caltrans SR 161 Transportation Concept Report (2015)
- Caltrans SR 147 Transportation Concept Report (2009)
- Caltrans SR 89 Transportation Concept Report (2002)
- Caltrans Almanor Regional Transportation Assessment (2008)
- Lassen County Bikeway Master Plan (2011)
- Lassen County Comprehensive Economic Development Strategy (2012)
- 2017 Update of the Lassen County Regional Transportation Plan
- 2008 Modoc County Regional Transportation Plan
- Mt. Shasta Conceptual Trails Plan (2013)
- 2010 Plumas County Regional Transportation Plan
- 2017 Plumas County Active Transportation Plan
- 2018 Lake Almanor Basin Conceptual Trails Plan (in progress)
- 2015 Shasta County Regional Transportation Plan
- 2016 Siskiyou County Regional Transportation Plan
- Siskiyou County Tourism Improvement District Management Plan (2014)
- Accessibility Self-Evaluation & Transition Plans (2015 Draft) for Lava Beds National Monument and Tulelake Unit – WWII Valor in the Pacific National Monuments
- Schedule of Proposed Actions (SOPA) - online listings for projects on the national forests

Below is a list of broad goals and principles that were outlined in the above plans, from which projects could be developed:

- Educate residents about the many activities that exist in the Byway communities; develop an active promotion campaign to educate residents so that they can enjoy these opportunities as well as passing the information along to visitors and friends outside the region.
- Develop vacation plans along the Byway with a 2-5 day itineraries; these could be marketed informally (website, Facebook) to residents and communities nearby.
- Provide easy access to parks, trails, community spaces and natural areas to connect people with nature and with other people. Create and maintain safe, efficient pedestrian and bicycle routes in the community.
- Do a Byway-scale assessment of accessible sites and facilities and provide this data to the primary website services that furnish information to disabled travelers. Start marketing specifically to travelers with disabilities or mobility issues.
- Develop electronic media specifically for local recreation such as birding, hiking and cycling.
- Work with county tourism organizations to develop materials that reinforce the positive 'live-work-play' message for the region.
- Continue efforts to designate scenic bikeways in both states.
- Market annual community events and unique assets better.
- Identify and implement a broad variety of marketing programs to

increase tourism for businesses within the Siskiyou Tourism Improvement District.

- Identify new trails, bike lanes and sidewalks in Byway communities; create a well-connected trail system with safer and more effective roadway crossings and better signing.

Additionally, these projects are specifically described in some of the documents listed above, although funding and timelines were not necessarily identified:

- Expand SR 97 to 4 lanes; widen shoulders, add or extend passing and climbing lanes, construct left-turn lanes, add guardrails.
- SR 62 and SR 140 – widen shoulders for bicycles.
- SR 161 – Develop ecological viewing areas (pull-offs) of the refuge and achieve standard land and shoulder widths.
- Complete paving of the OC&E Trail in Klamath County
- Create a Rest Stop and Visitor (Welcome) Center in mid-town Susanville.
- Road diet for SR 36 through Chester: reduce to 3 lanes with a center turn lane, improve drainage, rehabilitate pavement, add parking, pedestrian and bike facilities, add traffic control. Provide additional passing lanes at other locations.
- SR 89 – Add new and extend existing passing lanes at various locations and widen/pave shoulders to at least 5 feet for bike safety. Add a signal at Ski Park Highway.
- SR 89 Safety Enhancement & Forest Ecosystem Restoration Project (McCloud RD) includes forest treatments, public safety improvements and road maintenance.
- Construct several multi-use paths in Mt. Shasta to connect parks, schools, downtown areas, Sisson Meadows Natural Area, and other points in town. Construct sidewalks in pedestrian priority corridors.
- SR 147 – Provide at least 5-foot wide paved shoulders to increase bike safety, add traffic control and other safety improvements. This will facilitate the creation of a desired bike loop around Lake Almanor.
 - Improve accessibility and services as outlined in the Accessibility Self-Evaluation and Transition Plans for facilities in Lava Beds and the Tule Lake Unit – Valor in the Pacific National Monuments.
 - Fourmile Meadow Nature Watch accessible trail, interpretive signs and bird blinds near recently restored habitat (Klamath Ranger District).



Bizz Johnson Trailhead sign, Westwood, California

New Project Identification and Development

In order to identify potential projects, several methods were employed to reach out to stakeholders and partners along the Byway. The Core Team had several meetings during the CMP update process; several new team members joined the group and discussions brought forward updates about what was happening throughout the Byway region. Additionally, meetings were scheduled throughout the Byway and an on-line survey was also sent out to a wide variety of stakeholders. The results of those efforts are summarized below.

Community Meeting Response and Partner Input

Ideas for new projects and marketing of Byway amenities were discussed in the community meetings. Below is a list of potential projects that were identified at the meetings or contained in follow-up communications with partners:

- Medicine Lake Volcano Discovery Guide – several agencies and partner groups were in support of a more consistent interpretive guide for the Medicine Lake Volcano, including the US Geological Survey. The volcano is under the jurisdiction of four agency units, Lava Beds National Monument, and the Modoc, Shasta-Trinity and Klamath National Forests. Management direction would be more compatible if the volcano area within the three national forests is designated as a Geologic Special Interest Area with its own updated management plan.
- Install signs to indicate FS roads to Medicine Lake and Lava Beds are not passable in winter.
- Prepare the Modoc Volcanic Scenic Byway tour guide. This is a Forest Service designated scenic byway, not State or national.
- Pursue State Scenic Byway designation for the Modoc Volcanic Scenic Byway.
- Provide a mobile friendly VLSB website.
- Geo-caching – this could be developed on a larger scale; very popular in some areas along the Byway.
- Continue to pursue Oregon Scenic Bikeway Designation (Klamath County) and promote and develop area cycling events, facilities and routes. Develop or advertise “ride-in” facilities for cyclists.
- Develop the Susanville to Westwood Bizz Johnson Trail connector along County Road A-21, and the Susanville to Modoc Line Rail Trail connector.
- Develop connector trails from Westwood to Canyon Dam that link the Almanor Rail Trail and Lake Almanor Recreation Trail.
- Complete opening the 80-mile Great Shasta Rail Trail between Burney and McCloud, California and pursue the opportunity to connect the trail 23 miles to Mt. Shasta one day.
- Develop more partnerships along the Byway. Transfer Byway marketing to regional destination marketing organizations (SCWA, DK, DS, local Chambers of Commerce) which have the capacity and funding to provide high quality marketing efforts. Also, regional coordination of event calendars would help promote events and avoid “double-booking” on same dates.
- Coordinate with federal agencies and small non-profits to develop trails and camping facilities that connect off-site trails to federal lands.
- Develop a strategy for new travel-

generated taxes (lodging tax/tourism improvement districts, grants) to build capacity for Byway marketing.

- Develop a sign plan for both directional VLSB signs along the roadways, signage (existing and new) at interpretive sites, and signage at “feeder” locations to redirect traffic from I-5 onto the Byway.

Survey Response

The Survey Monkey® poll that was conducted in the spring of 2016 also brought potential projects and other needs to light. Respondents from throughout the Byway region answered a 10-question survey; the following tables summarize several of the questions that dealt with future projects and

improvements that could be made along the Byway. Based on the responses to question 3, the VLCP needs to do more to promote both the website and the Facebook page to regional partners. Although some partners do have a link to the VLSB website on their web pages, more sharing of website and Facebook links across the Byway region would help market the amenities and events along the Byway as a whole. There is more information in the Marketing Strategy section of this CMP, but clearly making needed improvements to the VLSB website and promoting events on Facebook (perhaps with paid advertising) is a potential project the VLCP will need to look at as part of the Action Plan for the next ten years.

<i>Q3: Have you ever visited the Volcanic Legacy Scenic Byway website or Facebook page? And/or does your website have a link to the VLSB website page? (Numbers are % of total respondents & number of respondents.)</i>	
Yes, I've visited the VLSB website	46% 21
Yes, I've "liked" the VLSB Facebook page	15% 7
I didn't know there was a Byway website or Facebook page but I'll check it out	52% 24
Yes, my organization has a website link to the LSB web page	11% 5

Silver Lake, Lassen National Forest, California



Q7: What kind of visitor improvements would you like to see in your area? (Numbers are % of total respondents & number of respondents for each category/region.)

-	Crater Lake - Fort Klamath - Rocky Point - Klamath Falls vicinity -	Tulelake - Klamath Wildlife Refuges - Dorris vicinity-	Weed - Mt Shasta vicinity	Burney - Lassen Volcanic vicinity -	Lake Almanor - Susanville vicinity -	Total Responses
Identified routes for bicycle road touring	36.36% 12	33.33% 11	45.45% 15	45.45% 15	54.55% 18	33
Improved campgrounds	34.62% 9	26.92% 7	50.00% 13	34.62% 9	38.46% 10	26
Improved boat launches	29.41% 5	29.41% 5	23.53% 4	23.53% 4	41.18% 7	17
More picnic sites	34.62% 9	38.46% 10	38.46% 10	46.15% 12	57.69% 15	26
More winter recreation sites	37.50% 9	25.00% 6	37.50% 9	33.33% 8	45.83% 11	24
More interpretive sites	38.89% 14	36.11% 13	50.00% 18	38.89% 14	52.78% 19	36
More options for dining	36.36% 8	40.91% 9	31.82% 7	31.82% 7	45.45% 10	22
More options for lodging or RV camping	27.27% 6	31.82% 7	22.73% 5	31.82% 7	36.36% 8	22

When it comes to visitor improvements, the survey respondents seem most focused on increasing the number of interpretive sites throughout the Byway region, as well as identifying routes for bicycle road touring. Infrastructure improvements to campgrounds and increasing picnic sites were also among the most popular selections. Based on this information, moving forward with some of the priority projects identified in the Interpretive Plans seems like a well-supported idea.

Additionally, putting together a resource for road cycling routes should also be considered. Many sections of the Byway are not very suitable (under current conditions) for road cycling; other parts of the Byway are popular cycling routes, or may have adjacent routes through

towns, resorts, Forest Service areas, or on other streets or trails that could be included in a Byway Road Cycling Plan. Unlike other trail users (mountain bikes, hikers) road cyclists typically require a certain level of roadway and trail improvement to safely travel (e.g. paved or hardened surfaces). Some rails-to-trails routes or other trails would accommodate road cyclists, even if they



Campers at Eagle Lake

are not *fully* paved, but these would need to be identified.

The Ride Klamath Ride website (rideklamathride.com) and the Cycle Siskiyou website (cyclesiskiyou.com) have all types of cycling routes identified, including a selection of road cycling routes. MapMyRide (mapmyride.com) and RideWithGPS (ridewithgps.com) are other popular websites to find road cycling routes, although not as well organized as the countywide sites. Pulling together a map or on-line guide of good road cycling routes along the Byway would assist cyclists in identifying

appropriate, safe routes. Both the state of Oregon and California have cycling guides that identify roads where cycling is prohibited or allowed, and where services such as rest stops or Park and Ride lots are located. These guides generally do not identify the roads as being cycle friendly, although the Oregon guide only maps roads with a minimum four-foot shoulder in the guide. Several of the state highways on the Byway are *not* recommended for cyclists, due to limited driver visibility, narrow or no shoulders, high traffic volumes, large trucks and RVs or other dangers.

Q8: What kind of highway improvements would you like to see for the Byway? (Numbers are % of total respondents & number of respondents for each category/highway section)

-	Highway 97 - Oregon	Highway 161 -139 - Lava Beds	Highway 97 - California	Highway 89 I-5 to Old Station	SR 89 Old Station - 44 - 36 - 147 to Susanville -	Total Responses
Pavement repairs	44.44% 8	33.33% 6	27.78% 5	27.78% 5	50.00% 9	18
Wider traffic lanes	29.41% 5	23.53% 4	35.29% 6	52.94% 9	35.29% 6	17
Wider shoulders	52.00% 13	36.00% 9	28.00% 7	48.00% 12	60.00% 15	25
Designated bicycle lanes	46.43% 13	42.86% 12	35.71% 10	39.29% 11	50.00% 14	28
Pull-offs to safely park and view Byway attractions	40.00% 12	40.00% 12	40.00% 12	43.33% 13	56.67% 17	30
Consistent Byway signs in the two states	56.52% 13	60.87% 14	52.17% 12	56.52% 13	60.87% 14	23
More directional signs to attractions located off the Byway	44.00% 11	44.00% 11	40.00% 10	44.00% 11	64.00% 16	25
More vistas or interpretive signs along the Byway	38.71% 12	38.71% 12	38.71% 12	45.16% 14	67.74% 21	31

As with the previous question, more interpretive signs and vista viewing was a top pick by respondents. This further supports implementation of projects identified in the Interpretive Plans. Improving or providing roadway pull outs for viewing of Byway attractions goes hand-in-hand with interpretive signage and would also be a good project path. This requires working with the transportation agencies and land managers; there may already be sites identified by these agencies in their own improvement plans. It would be worthwhile to review these plans and identify additional sites that are desired. Bike lanes were also identified as a top improvement. Identifying safe cycling routes or alternate trails/roads may be a good interim measure as cycling lanes also require working with the transportation agencies and involve more long-term planning.

Summary of Action Plan Items

A summary of Action Plan Items is provided in Appendix G. The table indicates the action item, VLSB region, location, description, lead entity and priority if known. The action items fall within the following categories: organizational actions, marketing, interpretive, road signs, capital site improvements including road and trail improvements.

Tracking Progress

The VLCP Strategic Plan includes monitoring accomplishments of the goals and action items identified in the Strategic Plan. As part of that monitoring, a yearly VLCP progress report would be prepared and publicized. This report would be the key to keeping the larger

Byway stakeholders both informed and energized by projects that are happening along the Byway. Seeing projects come to completion not only makes stakeholders aware of new amenities and improvements that might be available, but can also strengthen partnerships as Byway groups become encouraged to network with others that are “getting the job done” along the Byway.

In addition to a yearly progress report, occasional posts to the website or Facebook could also be used to give updates on projects that are underway, or let groups know about grant opportunities or other partnerships that might assist them in getting their Byway projects up and running. The yearly progress report should be posted on the website or available via email to interested parties.

The Byway Visitor: Marketing Strategy to Meet Tourism Needs and Trends

Who Travels the Byway?

Who are the guests of the Volcanic Legacy Scenic Byway? In developing byway enhancements and strategies, it is important to understand the needs and characteristics of the visitors who come to the Byway today, as well as those who might come. Fortunately, the National Park Service and the US Forest Service have ongoing surveys that help map the types of visitors that are traveling the area. Additionally, there is county travel data that is compiled yearly for both Oregon and California that helps to elucidate the type of travel that is common in the counties along the Byway.

As is expected, visitor demographics and desires change through time. Many people that travelled with their families on the “road trips” of the 1980s are now retired and looking for leisure activities that may be geared towards older individuals with varying levels of fitness or mobility. Families and international tourists on the Byway still tend to steer towards the National Parks, although many enjoy a variety of outdoor recreational activities and educational opportunities as well. And in southern Oregon and northern California, outdoor recreation is the primary draw. City dwellers from the surrounding areas want to spend their time outside doing something active – cycling, fishing, hiking, watersports and camping.

Below is a brief summary of visitor characteristics for the Byway, based on the most recent visitor surveys available as well as information from the Klamath Falls and Lassen County Chamber of Commerce and National Park Service Units:

- Average party size: 2-3
- Average length of stay (including day trips): 3 days
- Average length of trip that include overnight stays: 2.4 days
- Family groups traveling with children: over 60%, at least to the National Park units
- Average expenditures (per person/per trip): \$59.61
- Origin of domestic travelers to the Byway region:

- Oregon*
- California*
- Washington
- Nevada
- Idaho

*Many of the Byway travelers are residents (or within 50 miles) of the Byway.

- Origin of International travelers:
 - Germany
 - Canada
 - England

We know residents are some of the primary travelers along the Byway. Many residents bring out-of-town guests to visit the parks, forests and other attractions, and these travelers tend to stay longer in the area than those staying in paid accommodations.

According to the Survey Monkey® poll conducted in May 2016, outdoor recreation and visiting public lands are the primary activities enjoyed by locals and their guests. Special events (theater, music performances, food/beverage tastings, etc.) also rated very high on the list of things that people do when they have friends or family visiting the area.

Keeping our residents informed about the many Byway amenities and events that are happening can be a big driver in making them a success in the long term. Below is a summary table from the survey, showing the primary activities that locals enjoy with their out of town guests.

Q4: When friends or family come to visit you, what do you usually do for enjoyment? Check your top 4 choices.

Visit National Park or Monument	71.11% 32
Visit National Forest	73.33% 33
Visit Wildlife Refuge	24.44% 11
Visit museums	26.67% 12
Other outdoor recreation like biking, hiking, kayaking or horseback riding, etc.	75.56% 34
Go shopping or antiquing	17.78% 8
Go to special events such as the theater, music performances, food/beverage tastings	55.56% 25
Other: hunting and fishing were identified by 3 respondents, along with driving/motorcycle riding and visiting resorts	

Getting the Message Across

Marketing and promotional strategies, programs, and projects not only attract more visitors to the area, but are also valuable tools in managing visitors and conveying important messages to the traveling public. Along with marketing and promotional opportunities, there is a responsibility to educate visitors about the important resources, private lands, sensitive sites, and the intrinsic qualities of the corridor. Encouraging stewardship and conservation of these resources and qualities should be an integral component of promotional programs related to the corridor.

The VLSB Interpretive Plan (2012) for national park, national wildlife refuges and national forest units in the Lassen and Tule Lake areas has excellent guidance and suggestions for interpretation and marketing that could be utilized throughout the Byway.

Specific sites that could be improved or developed are identified, and additional recommendations for media development are noted.



Hiking trail to McCloud River Falls

The most recent “theme” of the Byway area’s travel bureaus is outdoor recreation. Hiking and bicycling seem to get a lot of press; birding, fishing and water sports as well. Encouraging seasonal activities such as snow sports and cultural events are also popular marketing tools in the region. The VLSB could corner the market on regional outdoor recreation opportunities, accessible public lands and other outdoor recreation amenities. Coordination between destination marketing organizations and public land management agencies are key to promoting the Byway.



Malone Springs camp and boat launch on Upper Klamath Lake

Building an identity for the Byway and the Byway organization is important. The VLCP, community organizations, and state transportation agencies have already done much work to establish and promote this identity. From a strong logo design to strong themes and taglines, such as “a volcano to volcano experience” there is a good foundation from which to move forward. The Byway’s identity should continue to be promoted and reinforced at the local, regional, state, national and international levels, by including the logo on all interpretive products, signage, outreach materials and

communications. Partner groups should be encouraged to utilize the logo and website links on their websites and other marketing materials.

Interpretive plans have been completed for the entire Byway. Efforts should be made to use these plans when developing outreach materials, signage and electronic tourist information (such as phone “apps” or electronic guides). As was mentioned in the California nomination package, forming a subcommittee to manage the ongoing marketing and promotion of the Byway would be very helpful. A Byway Marketing and Promotions Subcommittee could help with tasks such as overseeing development of brochures, travel guides, displays, and other tools; as well as carrying out media relations, promotional campaigns and other programs.

Additionally, the Survey Monkey® poll that was conducted in May/June 2016 asked respondents to answer the following question (see table below) regarding marketing and community tourism goals. Responses varied widely. This was the most commonly skipped question in the survey, perhaps indicating how hard it is to know exactly how to “sell” a particular segment of the Byway to the traveling public. However, there were some general responses that can be examined and perhaps incorporated into the marketing strategy for the greater Byway region. Many revolve around infrastructure improvements; “if you build it, they will come” is often true, especially if they know that you’ve made a change or added something to enhance the traveler experience!

However, providing good information to the *local* communities and having good quality, consistent, easily obtainable information were also commonly

mentioned as important marketing tools. As was noted above when identifying “who travels the Byway?” we know that local travelers make up the majority of those that visit many of the Byway attractions. Some residents of the Byway are familiar with the amenities and features that make the Byway special, and

they regularly visit the parks, forests and other sites with their families, friends and out-of-town visitors. But many people who live in the Byway region are unaware of nearby attractions and events; these are the untapped marketers that need to be informed of the many things that are right outside their door!

Q9: Describe your top five priorities for marketing, enhancing public sites or making highway improvements (Community Tourism Goals). Not all responses are recorded here; these are generalized descriptions and most had more than one respondent.

GOAL	RESPONSE #
A- Drawing traffic/visitors to local business	2
B- Grow outdoor recreation / cycling facilities	7
C- Marketing at national / other regional level	4
D- Marketing/information in local communities	2
E- Physical infrastructure improvements – streets, walkways, bike paths, parking, restrooms, campsites	13
F- Visual improvement (blight removal) and/or enhance “Main Street”	4
G- Develop themed tourist activities, shoulder season activities	2
H- Improving signage – replace and increase directional signage from feeder routes	9
I- Better cooperation with agencies, work with more partners	2
J- Grant Funding	1
K- Better marketing of natural attractions	1
L- Consistent/quality maps and brochures and online information	4
M- Improved interpretation at sites	6
N – Improved Byway website with apps and downloadable information	1

*Clear Lake National
Wildlife Refuge*



Q10: What are your biggest constraints to achieving those priorities (as listed above)?
(% of total responses and # of responses)

Lack of funding to plan and implement	94% 32
Lack of community consensus to move forward	24% 8
Project involves private land and the landowner is not receptive	9% 3
Current government regulations do not allow it unless changed	15% 5
Planning with agency partners is difficult	29% 10

Fundraising and Grant Opportunities and Resources

Unfortunately, the landscape for funding community-based scenic byway organizations and projects has changed since the Byway was designated. After the 2010 federal election cycle, there was a major rollback in the National Scenic Byway Program. The America's Byways Resource Center in Duluth, Minnesota was closed and new federal highway legislation did not include program-specific funding for scenic byways. As of 2018, the process for nominating and getting new byways designated is in limbo, with no new designations taking place.



Ceanothus prostratus, commonly known as Mahala Mat near Lake Britton

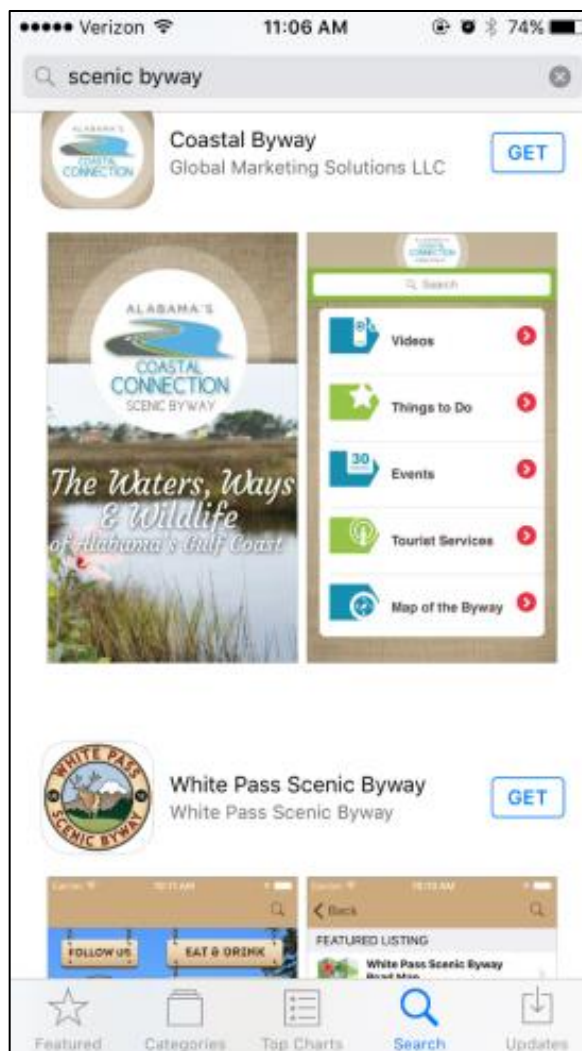
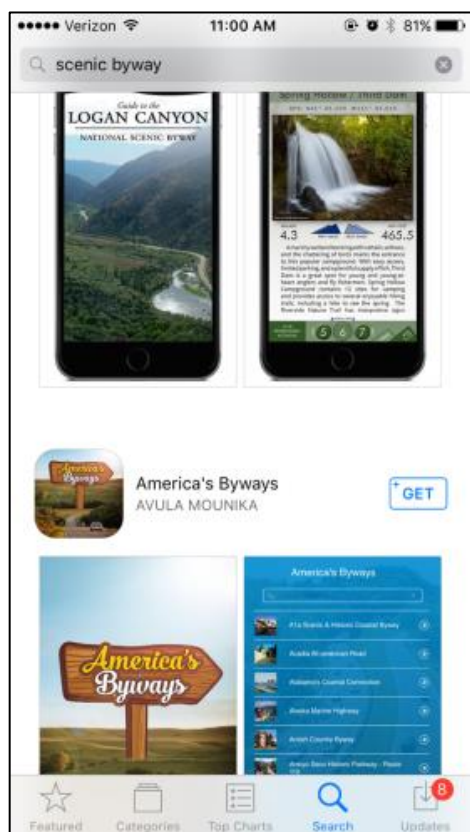
The VLCP organization and its partners have the best chance of receiving potential federal and state grants which *might* become available for highway improvements, byway signing, trail development, and other byway projects. Byway partners should be ready with projects to apply for those funds.

Partnering with the various tourism agencies along the byway is even more important if dedicated byway funding is not available through the transportation agencies. Tourism funding is often available through state programs, and the local tourism agencies are familiar with many of the programs and criteria. Local county and city agencies may also offer tourism-related funds through the collection of TID, transient occupancy taxes, and fees that could be used for marketing or other byway projects.

Additionally, there are programs sponsored by states, non-profit groups and other organizations for a variety of activities – from bicycling, walking, and trails to historic preservation and outdoor education programs. Applying for funding is a daunting task for small organizations like the VLCP with limited resources and manpower. The VLCP can play a role in assisting and partnering with Byway

stakeholder groups and agencies to bolster project proposals and find creative ways to leverage funds.

Appendix F contains information, internet links and contact information for a sample of programs that provide grants or community funds. These organizations have provided funding previously, or were discovered in the course of the CMP update, but in no way represent a complete list of available grant



Some examples of free, scenic byway apps in the Apple App Store

opportunities for a variety of projects related to the Byway. Appendix C contains local Byway organizations and agencies that may know about potential funding sources and other partnership opportunities. Providing support for community projects, even if it is only an email or letter of support, can help to strengthen grant applications and promotes projects to a wider audience.

The VLCP encourages our Byway stakeholders to work together in creative ways to enhance funding opportunities and broaden community collaboration.

Apps – A Closer Look at the Possibilities

The past 20 years have seen the traveling public go from planning a road trip based on paper maps and printed tourist guides to now using on-line resources and

electronic applications. The current and next generation of travelers will find much of their travel planning information on their smart phone, tablet or computer, although still relying on printed materials as well. This technology is so dynamic, it could all change five years from now, including the way we drive our vehicles to reach Byway destinations!

An on-line search of travel marketing ideas, products and applications was conducted to explore options for expanding the VLSB into the e-travel sector. Developing an electronic (downloadable) version of the discovery guide was previously identified as a possible idea, but travel apps and other online travel products are now the primary way that travelers are choosing destinations and travel products such as hotels and transportation. There are many electronic travel apps available, but quality and useful content varies widely and the guidebooks are generally for larger cities or attractions. A search for “scenic byway” at the Google Play online store brings results up for many scenic byways and similar scenic driving tours. Many of these apps are free and function primarily as a visitor guide with some interactive content (GPS maps, trip planning, and website links). The primary difference with many of the apps is who did the app development and web hosting.

Here is a short list of several app developers that appeared for other scenic byways, parks or similar travel destinations:

Tour Buddy: “Tour Buddy is a mobile app development company producing audio and multimedia tours delivered through the latest digital devices. They designed the ideal Tour Guide App that delivers location aware information that visitors

want in an intuitive and user-friendly format. The App Builder website allows clients to easily customize this sophisticated app for an affordable price. Tour Buddy continues to combine its expertise in multimedia tours with software application development to help clients deliver tour content in the most engaging format.

The App Builder platform offers a cost-effective off-the-shelf App product that allows clients to create their own iPhone and Android apps for audio tours or city/museum/festival guide through an easy-to-use web interface. App features include custom branding, stop images, audio, GPS maps, custom image map, website and video links and more.” Current prices (May 2016) for a Single Guide App are \$800 per year with a one-time \$3000 Set-up Fee IOS + Android. (Tahquamenon Scenic Byway – Explore M123 was one of the apps by Tour Buddy that was available).

Nomad Mobile Guides: Nomad develops Native Applications using a modular framework that provides a better user experience and richer content than mobile websites. Once downloaded, the content is easily accessible and does not require a cellular data connection; offline maps are stored on the device. They have custom and pre-packaged options for development available. Prices were not available on the website. (Blue Ridge Parkway, Florida Black Bear Scenic Byway and several other National Parks were featured on their website).

Bar-Z Mobile Development: “Bar-Z apps engage users with a variety of informational and interactive content:

- Interactive mapping to assist in navigation
- Video, Audio and Images to share

your unique stories

- Calendars of upcoming events to promote festivals, local markets, concerts, etc.
- Deals & Coupons to encourage purchases at locally owned businesses
- Social Media integration to keep users engaged & connected with your destination
- Registration Forms to collect user information for newsletter sign-up, contests & more
- Push notifications to deliver information directly to users
- Interactive Digital Postcard Souvenir for users to share and keep as a memento of their visit

Bar-Z can digitize a wealth of information in a way that visitors will love. The Bar-Z Full Digital Platform supports mobile responsive design websites and native apps for iPhones, iPads and Android devices. This comprehensive approach delivers editorial, advertising and location-based content to audiences on any type of device, whether it's a smartphone, tablet, desktop or laptop computer."

The White Pass Scenic Byway used Bar-Z for their application and communication with that organization brought both a recommendation as well as pricing information. White Pass pays about \$3,000 annually to maintain their application, in addition to about \$5,000 start-up cost. They provided all their own content as well as providing the manpower to upload and populate the content into Bar-Z's framework. Other pricing options may be available.

Media Outreach

Involving the media is a very cost-

effective way to get the word out to the public. New types of social media make this even easier! The media program should include the following elements:

- Develop a media contact list of newspapers, TV and radio stations. Use community event calendars on local and regional websites to advertise established special events. Write and distribute press releases to the media list at project milestones.
- Develop a calendar of regional events



Crater Lake in Winter

and post individual events on the VLSB website and Facebook pages. Invite other Facebook users to attend and share the posting of the event on their Facebook pages.

- Establish new opportunities for news coverage such as ribbon-cuttings, ground breaking ceremonies, and special byway tours (invite media and public & all involved groups).
- Develop a press kit that contains the Byway name, logo, themes, story lines, and color photos of spectacular features – make the reporter's or columnist's job easier by giving them everything they need. Encourage local newspapers to do a story on the Byway or write a regular column on

- the Byway and related heritage issues.
- Promote the Byway's significance to the region and stewardship activities with a locally-produced video or as a guest on local television talk shows or programs.

Public Outreach

It can be challenging to reach potential travelers, whether they are from outside of the Byway region or residents.

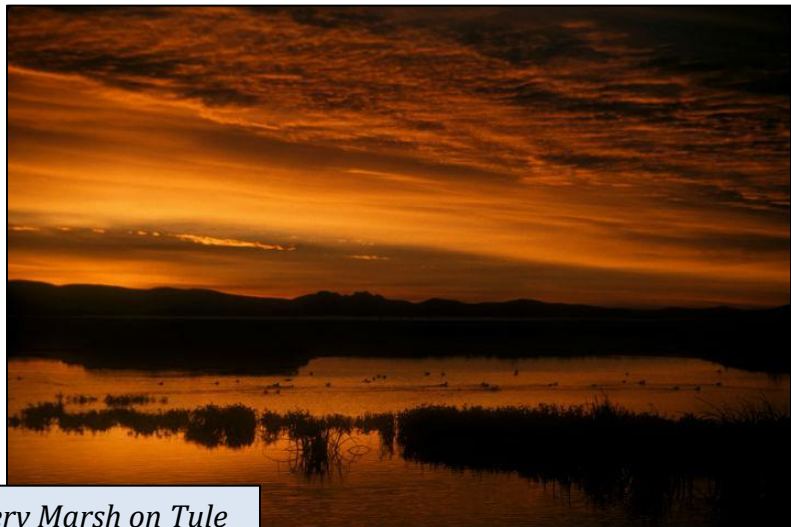
Advertising special events by traditional means, such as magazines, newspaper or radio, can be costly. Relying on local media coverage of special events may not get the message out until just before or even *after* the event has taken place.

Marketing of Byway assets, such as the National Parks, museums and other attractions is easier, since these things do not have a specific date and time limitation, but it can still be challenging to publicize and to encourage more local travel and use of these resources. Encouraging residents to enjoy the offerings on the Byway helps to educate them about the many assets right in their backyard. It will also encourage them to take visiting

family and friends to these exceptional places, which directly benefits the Byway region by prolonging overnight travel stays and visitor spending. Additionally, word-of-mouth advertising can be invaluable, assuming it is positive, and can help further encourage both local and out of region travelers to visit the Byway area.

Currently, internet and social media advertising is likely the cheapest and easiest way for the VLCP and many local groups to advertise their special events

and resources. A good quality, up to date website with an event calendar, videos, photos, maps and other travel information is a must. Facebook is the social media of choice for most non-profit groups or other groups that are holding events such as bike rides or music festivals. Again, keeping postings up to date is a must, as well as putting out official event notices and invitations. The Survey Monkey® poll showed that many respondents were unaware of the VLSB website and Facebook pages! More work needs to be done to network with groups along the Byway so the VLSB pages are linked to their events and tourism information.



Discovery Marsh on Tule Lake Refuge at Sunrise

VLSB Website

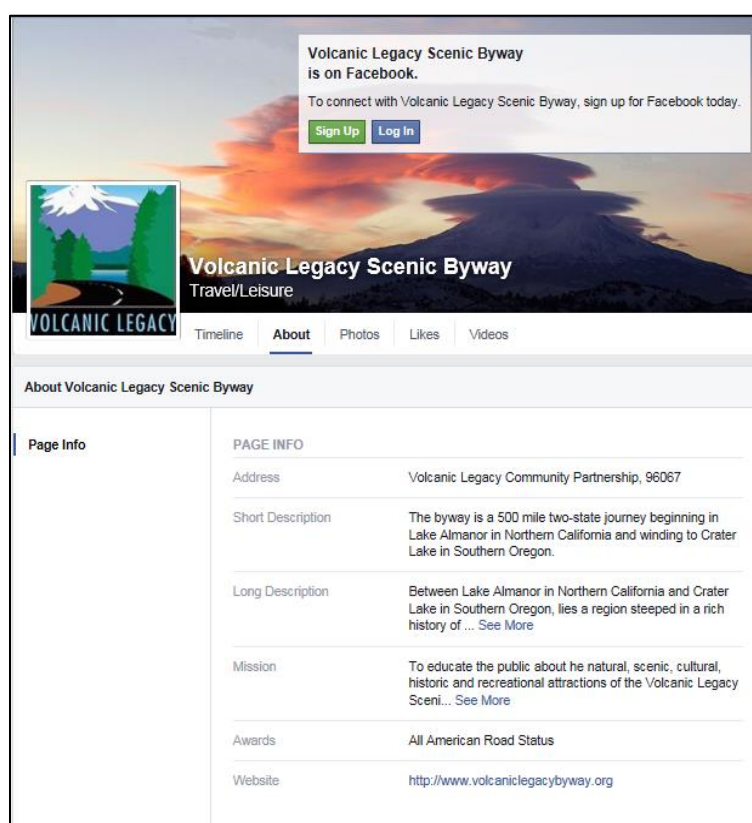
The Volcanic Legacy Scenic Byway has a nicely designed website page with *generally* good source information. However, a review (May 2016) of the links on the website under the "Wildlife" tab revealed numerous "dead" or outdated links, primarily associated with the federal agencies (National Parks, USFS), who have changed website formats in recent years, and whose content is updated and moved regularly. There are also links that go to the National Park Service main website,

rather than to the specific park listed. The link for the Klamath Falls Eagle Conference (which has been called the Winter Wings Festival for many years now) is incorrect, although it does redirect the user to the Klamath Basin Audubon website (which should be listed here but isn't). The California Wildlife Viewing Guide link goes to a dead site as well. The link for the Plumas National Forest goes to the Plumas *County* website, which is also listed correctly a few lines below.

There are more issues on other sections of the web page as well; it is apparent that at least some sections of the website have not been looked at closely or updated for at least several years. Website content needs to be refreshed and kept current for the VLSB website to be a useful, user friendly source of information. Content should be checked and revised at this point if the website will be the primary marketing tool for the Byway. There are many great videos on YouTube and other sites that could be linked to the VLSB page with similar information on each of the "Region's" pages and elsewhere. Additionally, the three National Parks and the national forests should be highlighted in a more cogent manner, since these are the primary resources along the Byway that tourists are coming to see.

It may be possible to add some advertising or local business sponsors to the website in order to help pay for updates several times per year. Having the website reflect the current season, with photos in the banner that show the activities, events and sights that are seasonally happening in the Region would add to the appeal. Efforts should be made not to duplicate the information that is available elsewhere,

but to provide cogent links to partner websites that may have the most updated information available. More content is not necessarily better, especially if it is not kept up to date. The VLCP recommends the California and Oregon regional destination marketing organizations (SCWA, DS and DK) assume maintenance of the Byway website and Facebook page. These three organizations have the staff capacity and financial resources to keep the website current and fresh.



VLSB Facebook Page

Facebook advertising is inexpensive and can extend the reach to a broader social media audience. Cross-postings on Facebook are what make it so effective at spreading a message, so having "friends" share your event posting can expand the audience that receives the message. The

VLCP should strive to have new and interesting postings on the website and Facebook pages, as well as links and cross-postings to other stakeholder pages for up-to-date information on special events. Occasional paid advertising posts on Facebook may be fruitful, especially to promote new amenities, festivals or other special events happening on the Byway. Cross-posting from other Byway partner pages can also provide an easy way to keep the Facebook feed fresh and keep people engaged with what is happening along the Byway



*Mt. McLoughlin as seen from
Eagle Ridge Park, Oregon*

Partner Network

coordination with existing tourism programs and agencies should also be a primary means of advertising the Byway and special events or projects. Efforts should be made to inform and coordinate with existing organizations and agencies that have a public information component to their organization or agency, such as:

- Local, regional and state tourism organizations, visitor bureaus, and chambers of commerce
- National Park Service
- National Forest Service

- US Fish and Wildlife Service
- Educational organizations
- Recreational/sports facilities and organizations
- Environmental organizations
- Historical societies, museums, historic preservation groups
- Related public agencies (state or local)

These stakeholders could assist in advertising the VLSB by posting information on their websites, including event information in newsletters and on event calendars, and being able to print and post informational fliers on bulletin boards or kiosks. These groups may also be able to post social media events and announcements and provide links to the VLSB Facebook page and website.

The International Traveler

Multilingual marketing interpretation is becoming more necessary as international travel is expanding and the need for multilingual interpretive materials has increased. International travel to the Byway region probably accounts for about 10% of visitors; California is a premier international travel destination, so encouraging more of those travelers to visit the Byway region should be an important goal. Additionally, the Spanish speaking population in America has grown substantially, especially in the Western States, so good quality interpretive materials in Spanish are likely needed for some locations.

The difficulty in making changes to multiple languages is twofold. First, most interpretive sites with fixed displays have signage that was intended to last for many years and is costly to replace. Clearly, these items could be redesigned in a multi-

language format when they need replacement due to deterioration, but it does not make sense to replace them at great expense. Such things as maps, brochures and books are also generally in English only. These items are printed in quantity and have an expense associated with redesign, but could be replaced with multi-language versions, or have a similar product in multiple languages developed on a shorter timeframe than the fixed displays. This should be studied and prioritized to make the best use of resources. The National Park Service is already looking into the needs of multi-lingual interpretive tools based on their visitor surveys, which would transfer well to visitors across the Byway region.

The second part of this challenge is the actual interpretation of information. Quality interpretive products need to be developed if indeed a multi-language format is desired. Poorly translated information is not useful or well accepted by those that speak other languages and finding good translation editors could be problematic. One way to do this would be to offer more electronic interpretive materials that could be translated by the traveler by using tools like Google Translate or similar applications. These programs take electronic media, websites, or documents and translate them to the chosen language. Translation may not be perfect, but it is a user-choice option that does not require much more than an investment of time, some website programming, and making interpretive materials available in easily translated, electronic formats. At this time, Google Translate has over 100 languages available

on its site, which would seem to provide translation options to an almost complete spectrum of international travelers. Again, the savvy use of new technologies and electronic media can bridge a gap at relatively low cost while more permanent options are researched.

And while it would be nice to develop more multi-lingual materials for attractions along the Byway, this effort should not replace the much more imperative need of developing adequate and high-quality interpretive materials *in English*, since most travelers to the Byway



Old building at Camp Tulelake, California

speak English as their primary or secondary language.

Tourist Accessibility – *Accommodating the Needs of All Travelers*

Access issues for travelers are becoming more and more significant. The aging population in America is demanding more options for travel and many other people with disabilities would enjoy traveling more if accessible facilities were available

and known. A huge part of the problem is that information on accessibility at travel destinations is often hard to find. The National Park Service does have a page on their website that provides information on finding accessibility information for specific park locations as well as other resources for travelers with disabilities (<http://www.nps.gov/aboutus/accessibility.htm>).

There are travel guides and other resources geared

specifically to the accessible travel market. Candy Harrington has authored several books titled *"Barrier-Free Travel: A Nuts and Bold Guide for Wheelers and Slow Walkers."* There

are numerous websites with accessible travel information, and applications – such as *Able Road* – that allow users to rate accessibility of a variety of travel related businesses.

The website *Access Northern California* (accessnca.org) has resources for accessible tourism and outdoor recreation focusing on areas primarily in the San Francisco area, but also other parts of California and beyond. This organization also offers consultation, training and education for disability awareness in order to improve travel and recreation



Mount Shasta Vista Point on Highway 97 Interpretive Panels



Grass Lake Rest Area ADA accessible panels

opportunities for the disabled. Working with a group such as this to assess, describe and advertise accessible sites on the Byway could bring additional travelers to the region as well as identify potential sites where accessibility could be provided.

Some of the interpretive sites along the Byway are already accessible already. Sites, like the Caltrans Grass Lake Rest Area, have displays that are geared towards accessibility (pictured).

Many other Byway sites have signage that was constructed prior to the publication of accessibility guidelines and regulations. Other sites were designed without accessibility in mind. The two signs above are from the Mount Shasta Vista Point on Highway 97. Due to the way this display is installed, a person in a wheelchair cannot see the interpretive panels, even though there is a ramp from the parking area to the viewing platform. The panels are mounted at too flat an angle, and the stone wall prevents a wheelchair from pulling up

close to the display. Sites such as this should be renovated to allow for accessibility.

The very nature of many areas makes accessibility difficult. National Parks, forests and other public lands often have unimproved trails and primitive campgrounds that are meant to allow public access, but limit development to protect scenic and natural features. Protecting the natural character of the outdoors often means these areas are not very accessible to people with disabilities. Many places, however, do have more developed facilities which include accessible buildings, campgrounds, trails and recreation sites. These sites should be identified and advertised so that travelers with disabilities would know about them.

Websites such as *TrailLink*, by the Rails-to-Trails Conservancy (www.traillink.com) have listings by state of wheelchair accessible trails (the A-Canal Trail and the OC&E Trail in Klamath Falls are both listed on this site). Again, identifying and advertising other accessible trails and facilities in the Byway region could encourage more travel by those with limitations. It is easy to get accessible facilities listed on websites that provide this type of specific information, these sites just need to be inventoried and submitted to the appropriate sources and land manager.

Online resources for design assistance and promoting accessible travel:

The following list contains just a few of the websites and services that were found during the CMP update process. Several of these sites provide consulting services that could also be used to assess facilities and help with design of new sites.

Access Northern California:

accessnca.org.

Access Northern California is a 501(c)3 non-profit organization working to increase opportunities and improve access to travel and outdoor recreation for people with disabilities and seniors throughout Northern California.

Able Road: ableroad.com.

The AbleRoad website and iOS and Android applications allow people with disabilities and medical conditions - including those who use a wheelchair or have other mobility, vision, hearing or cognitive disabilities - and their families and caregivers to review any public space or business.

Trail Link (by Rails-to-Trails Conservancy): www.traillink.com.

Website that lists many multiuse trails throughout the country and provides information for wheelchair accessible trails. Also, other mapping and route planning features for all types of trails.

New England ADA Center:

<http://www.adachecklist.org/checklist.html#rec>.

Provides fillable ADA Checklists and other helpful information for designing or removing barriers at recreation sites and other facilities.

American Trails:

<http://www.americantrails.org/resources/accessible/>

Information about accessible trail and greenway design, new projects, training opportunities, legal issues, and proposed federal guidelines.

National Park Service:

<https://www.nps.gov/aboutus/accessibility.htm>.

Accessibility page for the National Park Service, with brief instructions on how to find information about accessibility of facilities, programs and services in each park, and a link to further information. Accessibility guides for some parks are available.

Lonely Planet: www.lonelyplanet.com.

Travel information, articles and travel guides for accessible destinations.

Accessible Travel Guide available for free download has numerous resources:
<http://shop.lonelyplanet.com/world/accessible-travel-online-resources-2016/>

Appendices

*Tule Lake National Wildlife
Refuge Canoe Trail, California*



*Colonial Nesters at the Butte
Valley Wildlife Area*

Appendix A – Byway Economic Impact Analysis

Byway Economic Analysis

The attached Economic Impact Analysis was completed using the most recent data available, which was primarily from 2014 and 2015. An attempt was made to replicate the 2012 analysis that was conducted as part of the case study for the America's Byway Resource Center Economic Impact Tool. Additionally, this analysis looked at many of the economic assumptions that were described in the earlier CMPs, in order to help identify those factors that are most meaningful for ongoing management and direction of funds for future projects along the Byway.

In general, there are positive economic impacts throughout the Byway region due

to the tourism that is generated by the amenities along the Byway. The outstanding scenic, natural and cultural resources continue to draw travelers to the area, and tourism trends are increasing. There are also direct impacts to employment and visitor spending that can be attributed to the investments made *specifically* by VLSB partners for such things as capital improvement projects (visitor amenities), interpretive sites and information and marketing tools. See the complete report that follows, as well as the resources that were referenced and used in that report to gain a better understanding of visitor spending impacts that influence the Byway region.



Crater Lake NP Lodge

Crater Lake NP winter hiking



Economic Impact Analysis for the Volcanic Legacy Scenic Byway

*A Comparison of Prior Economic Assumptions
and
Updated Analysis
Using the Byways Economic Impact Tool*

May 9, 2016

Prepared for the
Volcanic Legacy Community Partnership

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1 Introduction

Since the inception of the National Scenic Byway Program in the early 1990s, local byway organizations have struggled to quantify their contribution to the local economy in terms of output growth, job creation and additions to the tax base. Prior to its closing, the America's Byways Resource Center commissioned the development of an Economic Impact Tool (Tool) for National Scenic Byways and All-American Roads. The Tool's main purpose is to assist byway organizations in showing the positive effect of scenic byways on the economy to elected officials, business leaders and the community at large.

Five byways were chosen as "case studies" for the development of the Tool, and the Volcanic Legacy Scenic Byway (VLSB or Byway) was among those chosen. HDR completed an analysis for the VLSB in 2012 to test the Tool. Later in 2012 the Byways Resource Center was closed, so the Tool is now under the ownership of the National Association of Development Organizations (NADO). As such, the Tool has not undergone any revisions since it was trialed in 2012. This was found to be somewhat problematic since the US Bureau of Economic Analysis (BEA), which supplies the economic multiplier data that the Tool utilizes, has made changes to the multiplier format and the data no longer load seamlessly into the program. There are also numerous "macros" that run in the background of the Excel model, many of which are no longer functional. This reduces the output of the tool to some degree, and over time, will probably render it dysfunctional unless updates are made. HDR is still using the Tool at this time, so perhaps it will undergo some revisions that will be available in the future.

The original test case studies had three key objectives that were aimed at testing the Tool: ensuring that the tool is both practical and reliable and that the tool meets all the needs of the byway community (i.e., the outputs from the Tool can be readily used for a variety of purposes such as investor outreach and grant application), and to identify potential areas for improvement. The results of the case study for the VLSB were presented in the HDR report in 2012. This report will refer to and compare the results of the case study that was conducted for the Volcanic Legacy Scenic Byway (Byway) in 2010 against a "rerun" of the Tool with updated information from 2011 to 2015.

The approximately 120-mile segment of the VLSB in Oregon was designated as a National Scenic Byway in 1997 and the 380-mile California segment was designated in 2002. Rabe Consulting was asked to test the outcomes of economic impact assumptions found in the earlier Corridor Management Plans (CMPs) which include economic growth, total jobs, personal income, and induced population growth. These prior economic analyses used different methodologies and criteria than the Byway's Tool, and only the HDR analysis encompassed the *entire* Byway, rather than just segments. However, these other studies, along with those done by the National Park Service, can help to paint a better picture of impacts on a more local level than might be seen when utilizing only National and County level data. At the very least, all the prior studies can help to identify those factors that are most meaningful for ongoing management and direction of funds for future projects along the Byway.

Another challenge when comparing multiple reports is “matching” the prior analyses with updated data. Many of the metrics used in the previous CMP analyses were not well described or specific enough to replicate with certainty. As such, similar data have been used where possible in order to make the analyses comparable to one another. Updated economic multipliers were obtained from the US Bureau of Economic Analysis and used to estimate the total economic impacts, as was done in the HDR study. Other economic analyses that were done for National Park Service units, byway designation packages and the early CMPs used other methods and data. Similarities exist, but caution must be taken when comparing those and the latest analyses that applied the Byways Tool.

The most reliable and long-term travel and tourism data (generally) are the Runyan and Associates yearly reports, generated for Oregon and California, with some county specific information. The National Park Service Social Science Program also has quality economic data and analyses of the effects of visitor spending in and around the National Parks. Other sources, such as National Park Service, US Forest Service and National Wildlife Refuge visitor counts, Economic Impact studies and visitor survey data can also be valuable, although not so straightforward for use in economic evaluations for the larger Byway region.

This report shows the most current information available with summaries of visitation to the Byway region and visitor spending trends. Assessment of the projections made by the 2001 OTAK impact analysis is also included, along with comparisons to the results of the case study analysis done with the Byways Impact Tool in 2010.

2 Background Information

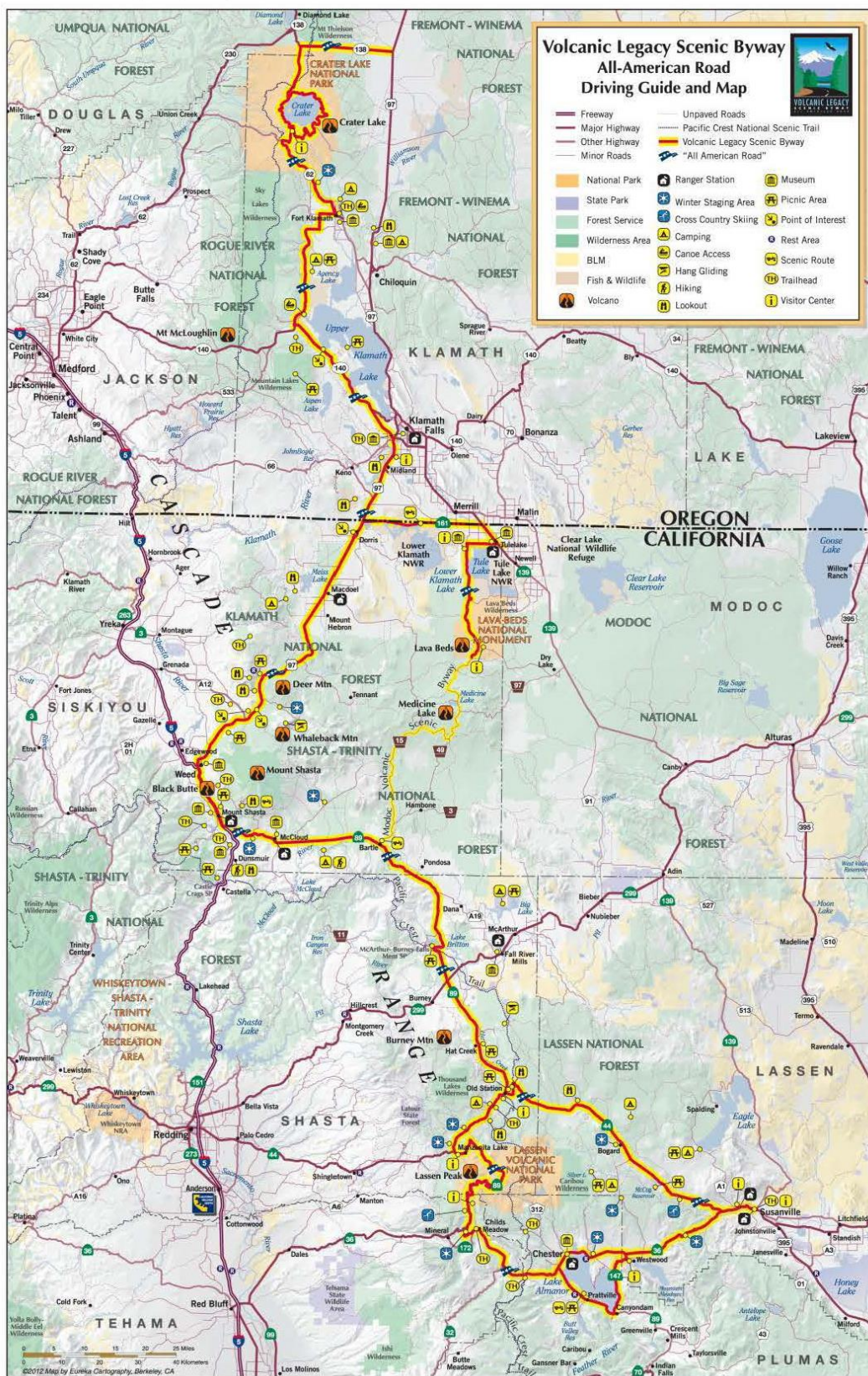
2.1 Economic Impact Tool

Since the inception of the National Scenic Byway Program in the early 1990s, local byway organizations have often found themselves asked to prove their worth to elected officials and taxpayers. Hence, the need to quantify their contribution to the local economy in terms of output growth, job creation and additions to the tax base. The America’s Byways Resource Center commissioned the development of an Economic Impact Tool that would allow byway staff and/or volunteers to easily measure the impacts of byways and byway-related activities in their communities. The Economic Impact Tool is a Microsoft Excel-based software program with a user-friendly interface that allows even those with little or no knowledge of either economic impact analysis or spreadsheet applications to make effective use of it. The Tool is highly scalable – not all model features need to be used to conduct an analysis. This allows the user to adjust the scope of the analysis based on available resources as well as experience in Excel and economic impact analysis. The Tool is designed to be used to measure a broad range of activities, from the overall economic effects of byway-related (tourism) activities to the specific effects of a given investment. The model results can be used for different purposes, such as supporting federal grant applications, improving tourism marketing efforts and increasing policymakers’ awareness of the byway’s benefits.

2.2 Volcanic Legacy Scenic Byway

The Volcanic Legacy Scenic Byway All-American Road is roughly 500 miles long and spans over six counties (Klamath, Siskiyou, Shasta, Lassen, Tehama and Plumas), beginning at Lake Almanor in northern California and ending at Crater Lake in southern Oregon. It unites two national parks (Crater Lake and Lassen Volcanic), seven national forests (Umpqua, Fremont-Winema, Rogue River-Siskiyou, Klamath, Shasta-Trinity, Lassen and Plumas) and two national monuments (Lava Beds and the Tule Lake Unit, WWII Valor in the Pacific), as well as several units of the Klamath Basin National Wildlife Refuges. A map of the byway region is shown on the following page.

Figure 1: Map of the Byway Region



3 Inputs and Outcomes

3.1 Data Sources

Most byways have limited data about visitors because they do not survey them typically. However, a lot of information on travel impacts is available at the county level from the State Tourism Commissions. Also, the USDA Forest Service administers the National Visitor Use Monitoring (NVUM) program, which provides reliable information on recreation visitors to national forests. Similarly, the National Park Service routinely accounts for visitation as well as surveying visitors. These data and reports are available from the US Department of the Interior, National Park Service, Integrated Resource Management Application (IRMA) Visitor Use Statistics database. The National Wildlife Refuges track visitation on a more limited basis. Visitor counts for particular sites may also be available from the Department of Transportation, State Parks, and at visitor/welcome centers. For this analysis, we attempted to replicate those inputs that had been used in the previous study, so we limited our visitation data to USFS and NPS sources.

Information on grants and other investments that are wholly or partially attributable to the Byway was collected by the Volcanic Legacy Community Partnership (VLCP). It includes funding for interpretive products, trails and recreation grants, roadway improvements and other projects that serve to enhance the Byway. When a specific investment could not be entirely attributed to the Byway, the Tool's "But For Test" was used to determine the portion of that investment the Byway could be given credit for. We have included ALL available investment information, including those listed in the 2010 study, and investments made after that time up through early 2016. The Strategic Plan for the Volcanic Legacy Scenic Byway All-American Road 2014 to 2019 contains a list of projects from 2005 to 2013. The VLCP provided additional projects that were more current, and other sources and reports were used to try and find new projects. Unfortunately, we were not able to obtain much of the Oregon information from early investments made after the Oregon VLSB was designated in the late 1990s, so a complete investment record was not possible.

Finally, economic multipliers for the byway region were purchased from the US Bureau of Economic Analysis. Multipliers available for this study are based on the 2007 Benchmark Input-Output Table for the Nation and 2013 Regional Data (the prior study utilized multipliers from 2002 and 2008 data respectively); this updated data came out in November 2015. Due to changes in the multiplier format (category splitting or combining), the multiplier list now consists of 64 items, rather than the 62 that the Tool was formatted to use. Additionally, the RIMS II Industry categories have also undergone similar changes, expanding some groups into more sub-categories than were listed in the Tool. Efforts were made both directly and through NADO, to find out if the original program developer could assist with updating the program macros to load the new multiplier data automatically. No results were forthcoming, so multiplier data was entered manually and adjusted as needed to fit the new categories found in the RIMS II lists. It is not known whether there will be "maintenance" in the future to keep the Tool program updated to accommodate changes in RIMS II multiplier data. Future use of the tool beyond this first multiplier update may not be feasible without knowledge of updating the program macros.

within the Excel program that the Tool operates with. Since there were only minor changes now, the Tool is still adequate to run the analysis, but may garner more scrutiny if used in the future.

3.2 Inputs

The many model input variables of the Tool can be found in the technical manual (not included in this report). Since the Byway is in a very rural area, it is not expected to have any significant impact on property values, therefore, data on property value appreciation were not included. Data from 2014 was used wherever possible, since the Runyan tourism reports were available through that period and most economic and demographic data was available through 2014.

Economic multipliers are used to estimate the overall impacts of visitor spending and investments on the economy. Type II multipliers (accounting for the direct and indirect effects) for the Byway region were purchased on the BEA website. The byway region consists of the following six counties: Lassen, CA; Plumas, CA; Shasta, CA; Siskiyou, CA; Tehama, CA; and Klamath, OR. The current multipliers are based on the 2007 Benchmark Input Output table for the Nation and 2014 Regional data.

3.3 Visitor Profiles

Information on the number of overnight visitors, the place of residence of visitors, the type of accommodation preferred as well as information on the length of stay and the travel party size are essential to characterize visitor trips and thereby to estimate the impacts of the byway on the local economy.

Table 1 shows the visitor profile inputs used in the Tool. These inputs are based on the most recent data obtained from the NVUM program for the national forests and the IRMA database for the national parks located along the Byway. The NVUM data for Round 3 included FY10 to FY14. NPS counts were based on the average yearly visitation for each NPS unit for calendar years 2010 to 2015.

Where available, county travel data from the Dean Runyan reports was used along with the federal agency numbers for average nights stayed and average party size. Other data, such as the percentage of travelers staying in paid accommodations vs. staying with friends/family was taken wholly from the Runyan reports, as these numbers were not reflected in the federal agency data.

In general, most visitors to the byway region are day-travelers, and many live within the Byway region. Those who spend more than one day in the region tend to stay in paid accommodations, although it should be noted that the average number of travelers staying in private homes varies widely in the region: 10.8% in Plumas County to 32% in Lassen County; Klamath County is about 20%. The average number of nights stayed in the region is 2.4 for overnight visitors, but again, this number is an average for *all* travelers; those travelers staying in paid accommodations generally spend fewer nights than travelers staying in private homes and other types of “lodging” such as campgrounds. The average

travel party size is estimated at 2.55 individuals, and most visitors to the region (over 60% based on NPS data) are travelling with children.

Table 1 –Visitor Profile Data

Variable	Estimate
% Daytrippers	61.5%
% Overnight Visitors	38.5%
% Living Within the Byway Region	35.6%
% Living Outside of the Byway Region	64.4%
% Staying in Paid Accommodations	82.0%
% Staying with Friends/Relatives	18.0%
Average Length of Stay in Region (Days) for All Visitors*	3
Average Nights Stayed in Region for Overnight Visitors	2.4
Average Number of People in Travel Party	2.55

*This value was unknown based on available, local data so the default Tool model value of 3 was used.

3.4 Visitor Spending

Recent visitor spending data at the county and regional level were obtained from the Dean Runyan Travel Impacts reports for Visit California and the Oregon Tourism Commission. This information was used to determine visitor spending attributed to the Byway (averaged for the years 2010 to 2014), based on the criteria that were used in the prior case study. The 2010 analysis stated that “based on anecdotal evidence, it was assumed that only 15 percent of visitor spending in Lassen County, Shasta County, Siskiyou County and Klamath County and 5 percent of visitor spending in Plumas County could be attributed to the Byway.” As with other components of the prior study, this information source was not explained nor was it mentioned why Tehama County was excluded entirely from the data that was used; we used the same percentages in order to keep the outcomes somewhat comparable. It should also be noted that the Runyan analyses differ between Oregon and California, in that not all components of traveler spending are listed for each county in California. For those components that were not available at the county level, we used the data for the “Shasta Cascade Region” as identified in the Runyan reports.

The average spending per person and per trip was calculated by dividing total visitor spending attributed to Byway designation (percentages listed above) by the number of visitors to the Byway region. This estimate was then apportioned to each spending category (Entertainment and Recreation, Groceries, etc.) using data published by Visit California and the Oregon Tourism Commission.

As shown in Table 2 below, many visitor expenditures are for lodging and food services. The average spending per person and per trip (directly attributed to the byway) is estimated at \$59.61, which is an increase of \$3.41 (approximately 6%) compared to the 2010 report. This increase is consistent with the overall increases in travel spending for all the counties in the Byway region since 2010.

Table 2 – Visitor Spending Data (average for 2010 to 2014)

Variable	Estimate
Entertainment & Recreation	\$9.46
Restaurant Food/Drink	\$16.40
Groceries	\$4.29
Gas Stations and local transportation	\$8.28
Private Hotels	\$7.11
Campgrounds/Lodges	\$1.34
Rental Homes	\$1.71
Retail Purchases	\$8.95
Travelers staying in private homes	\$2.07
Average spending per person, per trip	\$59.61

3.5 Visitor Counts

The total number of visitors (or person trips) to the Byway region in 2015 is estimated at 2,372,778 travelers. This is an increase of approximately 433,000 visitors compared to the 2010 case study. This estimate is based on data collected for national forests, national park units and national wildlife refuges located along the byway. It is adjusted to account for visitors who visited more than one attraction in the byway region (12.9 percent, which was used in the prior analysis), to avoid double counting.

The NVUM data are for Round 3, which included FY10 to FY14. Visitor counts from NVUM for the following National Forests were totaled, and then reduced by 50%: Fremont-Winema, Rogue River-Siskiyou, Klamath, Shasta-Trinity and Lassen. The 50% reduction is an attempt to match the “weighted” counts that were used in the previous study, but that were not explained in detail. We assume there was a correction to reduce the counts to reflect the fact that not all forest visitors accessed the Forest via the Byway, and not all surveys were conducted at forest locations along the Byway. Additionally, the Fremont-Winema and Rogue River-Siskiyou forests were combined in the Round 3 NVUM data since these forests are now managed jointly (they were separate units in Round 2). We are unsure of how this change may have impacted the NVUM data. The Umpqua forest was not included since only a very small portion of that forest intersects the Byway (near Crater Lake National Park), and most of the visitor service facilities are not located in the vicinity of the Byway. NVUM data for the Plumas National Forest with forest lands at the south end of Lake Almanor were also excluded for this same reason.

NPS visitor counts were based on the average yearly visitation for each NPS unit for calendar years 2010 to 2015. US FWS National Wildlife Refuge (NWR) counts were taken from the USGS 2010/2011 Visitor Survey report, and reflect the visitation estimate for Lower Klamath NWR only (135,000 visitors).

3.6 Investments

Table 3 below shows the investment data provided by the VLSB for all improvements that have been made along the Byway. Please note that these estimates represent the funds that were tracked by the VLCP, and do not reflect many of the early improvements that were made on the Oregon segment of the Byway, and many likely improvements made by State and Federal agencies. Note also that these estimates only account for public investments, as no attempt was made to quantify potential private investments that could be wholly or partially attributed to the byway. Based on the “But For Test” that is built into the Tool, only a percentage of the funding amount of grants allocated to local organizations/agencies other than VLCP could be attributed to the Byway.

Table 3: Investment Data

Investment Name	Total Amount	Amount Attributable to Byway Designation	Investment Type
CASB (2010) Lassen Peak Trail rehab	\$199,479	\$199,479	Capital Investment
2010 CA Rec Trails Mt Shasta Gateway	\$50,000	\$13,000	Capital Investment
2010 LAVO Model Cabins	\$489,768	\$127,340	Capital Investment
2010 LAVO Lassen Peak Trail rehab	\$395,944	\$102,945	Capital Investment
2010 LAVO Devastate Trail rehab	\$65,536	\$17,039	Capital Investment
2010 LAVO Grand View trail repair	\$212,938	\$55,364	Capital Investment
2013 Klamath Tourism Guidebook	\$10,000	\$5,500	Operating Expenditure
CASB-06 Almanor Picnic & Kiosk	\$10,980	\$10,980	Capital Investment
CASB-05-52466 Orientation Stations	\$2,401	\$2,401	Capital Investment
CASB 2009 CMP Implementation	\$31,768	\$31,768	Operating Expenditure
CASB-05-52468 VLSB Interp Plan	\$30,700	\$30,700	Operating Expenditure
CASB-06-53899 VLSB Marketing	\$78,500	\$78,500	Operating Expenditure
CASB-07-54490 VLCP Marketing	\$25,000	\$25,000	Operating Expenditure
CASB-08-54955 VLCP Marketing	\$27,000	\$27,000	Operating Expenditure
CASB-03 VLCP Marketing	\$25,000	\$25,000	Operating Expenditure
2009 USFS Wayside Panel Designs	\$9,750	\$9,750	Operating Expenditure
2006 Beaver Marsh Kiosk	\$50,000	\$50,000	Capital Investment
2006 Doak Mountain Interp Wayside	\$35,000	\$35,000	Capital Investment
2006 OR 138/Hwy 97 Junction Signage	\$45,000	\$45,000	Capital Investment
2000 Midland Rest Kiosk	\$40,000	\$40,000	Capital Investment
1998 Route Signs Hwy 97/Hwy 140	\$24,000	\$24,000	Capital Investment
CASB-12-6167 Great Shasta Rail Trail	\$465,855	\$232,928	Capital Investment
2013 CA Rec Trails Bizz Johnson	\$70,400	\$35,200	Capital Investment
Total Investments	\$2,395,019	\$1,223,894	

3.7 Overall Impact Summary

Tourism trends are on the rise in both Oregon and California, as well as in the Byway region. Traveler spending is recovering after the recession (2009) and industry employment generated by travel spending has also started to recover, although it has not reached the levels seen in 2008 (Runyan 2015). Through visitor spending and various investment projects, tourism along the Byway is generating multiple impacts on the six-county byway region, including those shown in Table 4 below

Table 4: Overall Economic Impacts by Type of Impact

	Direct Impacts	Indirect Impacts	Total Impacts
Employment (# of jobs)*	1,135	249	1,384
<i>Economic Output</i>			
Visitor Spending*	\$125,315,000	\$58,734,639	\$184,049,639
Operating Expenditures	\$233,200	\$109,300	\$342,500
Capital Investments to Date	\$1,223,894	\$573,500	\$1,797,394

*Employment numbers and Visitor Spending data derived from Dean Runyan 2015)

4 Economic Assumptions Tests

4.1 VLSB Past Economic Impact Assumptions and Analysis

California CMP (2002): The CMP for the California portion of the VLSB included the OTAK Economic Impact Analysis (2001). This analysis utilized an input/output technique using the REMI Policy Insight Model for the 5-county region in California. A complete copy of this report, including the Appendices that contain much of the analysis and data, was not available. Comparisons were made with the data that were presented in the CMP text and a partial economic report. - **Inputs** included: interviews with stakeholders; collection and analysis of existing socioeconomic and demographic conditions; national income data.

- **Scenarios:** Baseline, Most Likely, Best Case and Worst-Case Scenarios were run as part of the OTAK analysis. Results for the “Most Likely Scenario” were based on All-American Road designation by 2005, a 5% annual increase in tourism/visitation spending at restaurants/lodging, and no change in logging or agricultural activities relative to the baseline. The following potential benefits were forecasted in the Most Likely Scenario:

Population increase to 333,881 in the five-county region in California by 2015

Increase in total personal income by \$47 million by 2015

1,270 total new jobs by 2015 (concentrated in retail and private service)

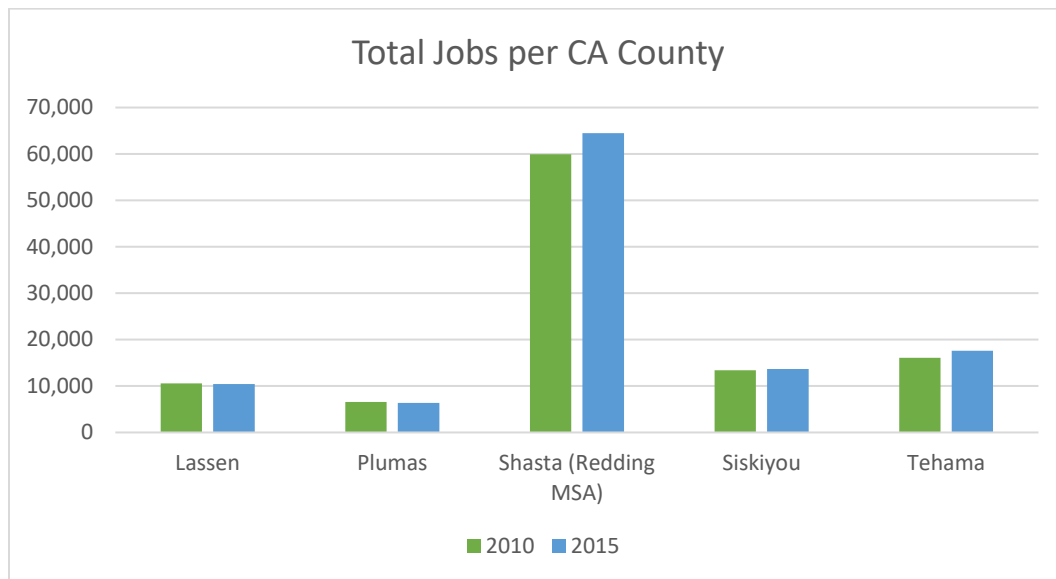
Although we cannot rerun the OTAK model to test the prior inputs with 2015 data, we can look at a few of the forecasted elements and see if they held up. The table below summarizes those elements that we do have current data for. Data was obtained from the State of California Employment Development Department, which has data from 1990 to present. Data trends were obtained by comparing 2000 data to 2015 data.

Table 5: Data Trends Between the OTAK Model and 2015

OTAK Model	Most Likely Scenario prediction for 2015	Actual 2015 Result	Was prediction correct?
Population in Region	333,881	341,365	Yes, within 2%.
Increase in Real Personal Income	\$47 million	\$23.4 million	No, assumption was too high.
New Jobs in Region	1,270	3,660	Yes, but other factors may be influencing this increase.
Increase in retail jobs?	Jobs would increase	Down by 1,030	No, decrease of about 7% from 2000-2015.
Increase in private service jobs?	Jobs would increase	Up by 5,000	Yes, approximately 8% increase from 2000-2015, but is county-wide, not specifically for the Byway region.

There are a few factors that make the overall comparison with current data to the analysis that was done by OTAK somewhat dubious. The exact methodology or adjustments that were used to concentrate the influences of countywide data to a more localized Byway region are not known, if there were any adjustments made. Since 2000, job growth has been modest in the past 15 years or slightly declined for some counties. By 2015, Shasta County accounted for a larger portion of jobs and job growth than all other counties. Shasta County data, however, is skewed due to the influence of Redding, which is not likely affected by the Byway, but largely influences the economic data for Shasta County entire.

Figure 1: Total jobs for each California county in the Byway region for years 2000 and 2015



Source: <https://www.labormarketinfo.edd.ca.gov/data/employment-by-industry.html>

The civilian labor force for the Byway region has increased by about 3,660 people since 2000. Although the economic predictions may or may not have been correct due to various factors, how they look on the ground within the Byway region may be a different picture than expected. This illustrates the wide variability that can come out of different types of models, and the difficulty in comparing data between models or even to actual data at some point in the future.

Oregon CMP (1997): No official economic study or analysis was completed for this CMP, but goals and objectives listed in the plan included the following:

- Economic development and diversification:

- Strengthen collaborative marketing to facilitate and increase tourism that leads to increased employment opportunities.
- Develop and promote side trips and attractions to prolong visitor stays and encourage local resident exploration as a means of increase revenue potential.
- Encourage the planned development of private resorts and agri-tourism opportunities that benefit the Scenic Byway and local economy.
- Support ecologically sensitive winter recreation development.
- Use Scenic Byway promotion to enhance and support planned development.
- Extend seasonal offerings through the development and promotion of year-round tourism activities.

- Other related objectives that could result in economic benefits:

- Educate and increase awareness of potential visitors through collaborative marketing and interpretation.

- Promote agri-tourism as a means for visitors to experience local culture.
- Provide interpretation of features and attractions.
- Market existing services and interpretive opportunities.
- Enhance existing services and develop new services, including travel facilities and interpretive opportunities, through public and private partnerships.

Although there are no dollar amounts associated with these items as a measurement of success, we can generally look at the economic conditions at the time of this plan (1997), and make a general comparison of the conditions occurring in 2016 to see if some of these ideas and goals were successful in producing economic benefits in Oregon (specifically in Klamath County). Klamath County is generally rectangular, with Highway 97 running the length of the County from north to south. The Byway runs about two-thirds of the way through the county in a similar north/south alignment, and ties in to all roads that go west to the I-5/Rogue Valley area. Most of the resident population of Klamath County is in the Byway region and most travel spending occurs in this area as well.

The following table summarizes data related to tourism changes from 1997 to 2016 for Klamath County. It is not possible to calculate the amount of change that was due exclusively to the Byway, but it is likely that increased marketing and enhancements/development of tourist facilities and services by Byway partners would account for some portion of the increases seen.

Table 6: Travel Trends for Klamath County, Oregon*

Travel Trend Type	1997	2016	Amount of Increase
Visitor Spending -Total (\$M)	\$87.3	\$141.2	\$53.9
Accommodations (\$M)	\$14.8	\$31.0	\$16.20
Food & Beverage Service (\$M)	\$19.5	\$37.5	\$18.00
Arts, Entertainment, Recreation (\$M)	\$14.4	\$18.6	\$4.20
Earnings (\$M)	\$24.4	\$46.4	\$22.00
Employment (full- & part-time jobs)	1,490	1,910	420
Visitors to Crater Lake NP	451,548	756,344	304,796
Visitors to Lava Beds NM	111,733	127,699	15,966
Local tax receipts (\$Thousand)	646	1,800	1,154

*From Dean Runyan 1992-2017p and NPS IRMA database

From the data above, visitation to the National Parks has increased by 57% since 1997. Local lodging taxes have also increased vastly, although some of this increase reflects an increase in lodging costs as well as volume of visitors. In general terms, tourism has increased as well as travel-related employment. What is not known is how much of this was due to Byway marketing, and exactly how much of the travel took place on the Byway (other than a portion of those visitors with a destination being the National Park or National Monument).

Other items that were listed as drivers for economic development in the Oregon CMP have not yet become so apparent as to garner recognition of added benefits. An on-line search for “resorts in Klamath

County” results in four major listings: Lake of the Woods, Running Y Ranch, Rocky Point, and Agency Lake Resort. Harriman Springs Resort is newer (opened in 2015), and does appear further down the list, along with Crater Lake Resort (which is south of Fort Klamath on Highway 62). The Running Y resort was under construction when the 1997 CMP was written, so only one additional resort – Harriman Springs – has been added since that time (although other resorts have made improvements and added amenities). The Running Y is a fully functional resort community.

Agri-tourism and other planned development in the area have not markedly grown since 1997. Economic recession slowed most new development in the area, and issues with drought and agricultural water rights have plagued the Upper and Lower Klamath Basin, impacting the agricultural climate in the area. Other local events, like the Winter Wings Festival, Art of Survival Century bike rides and events at Crater Lake, such as the Rim Run, Ride the Rim bike ride, and Crater Lake Century Bike Ride, have grown in popularity over the past years. Events such as these capitalize on the scenic beauty, history, wildlife and outdoor recreation opportunities that occur along the Byway, and bring many overnight travelers into the area – often on an annual basis.

It is hard to gauge many of the “service” industry opportunities that were mentioned in the prior plan as being related to the Byway. Things such as “enhance existing services and develop new services, including travel facilities and interpretive opportunities, through public and private partnerships” are difficult to attribute to the Byway, except for specific interpretive sites that were developed shortly after the Byway was designated. There has not been a continuous presence by a Byway affiliated group in Oregon to forge partnerships with public or private enterprises along the Byway. Likely many of the new or improved services have been working independently or with Klamath and Oregon tourism associations to grow their business and market their services. Again, there appears to be growth in this economic sector, but tying it to the Byway is not directly possible.

Appendix A: Data Sources and References

America's Byways Resource Center, *An Economic Impact Tool for National Scenic Byways and All-American Roads, Technical Manual*, January 2010.

California Employment Development Department, 2016. Industry Employment Data by County, <http://www.labormarketinfo.edd.ca.gov/>

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HDR Decision Economics, *Economic Impact Tool: Sensitivity Analysis, Volcanic Legacy Scenic Byway Case Study*, August 2012

US Department of Agriculture, Forest Service, *National Visitor Use Monitoring Program*, <http://apps.fs.usda.gov/nfs/nrm/nvum/results/>. Round 3 data for Fremont-Winema NF, Klamath NF, Lassen NF, Modoc NF, Rogue River-Siskiyou NF, and Shasta-Trinity NF

US Department of Commerce, Bureau of Economic Analysis, Regional Product Division, *Regional Input-Output Modeling System*, <http://www.bea.gov/regional/rims/>. Current multipliers (acquired in December 2015) are based on 2007 national benchmark input-output data and 2013 regional data.

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US Department of the Interior, National Park Service, The Visitor Services Project, *Crater Lake National Park Visitor Study: Summer 2001*, prepared by the University of Idaho, April 2002.

US Department of the Interior, National Park Service, *Lassen Volcanic National Park Visitor Study, Summer 2012 (NRR -2013/739) and Winter 2013 (NRR – 2013/740)*, prepared by the University of Idaho November 2013 and December 2013.

US Department of the Interior, National Park Service, *Visitor Survey Card Data Reports 2011, 2012, and 2013* for Crater Lake NP, Lassen Volcanic NP and Lava Beds NM.

US Department of the Interior, National Park Service, Integrated Resource Management Application (IRMA) Visitor Use Statistics, <https://irma.nps.gov/Stats/>. Visitation data for Crater Lake NP, Lassen Volcanic NP and Lava Beds NM.

Volcanic Legacy Scenic Byway, <http://www.volcaniclegacybyway.org/>

Appendix B – Volcanic Legacy Community Partnership Strategic Plan Information

Volcanic Legacy Community Partnership Strategic Plan

The information below is an excerpt from the 2014-2019 VLCP Strategic Plan. Additional information is contained in the plan, but for the purposes of reference to the CMP, it may be beneficial to focus on the following components of the strategic plan and make use of the Core Value goals and measures of effectiveness when assessing Byway amenities and projects. Current project tables are listed under each of the Core Values in the Strategic Plan (not included here); those tables will become outdated shortly, but the goals and measures of effectiveness remain valid over the long term and are listed below.

The Strategic Plan: Vision, Mission and Core Values

Our Vision

The place we call home; the place you call unforgettable. The dramatic volcanic landscapes along Volcanic Legacy Scenic Byway All-American Road invite exploration and self-discovery – an experience like no other.

Our Mission

Through our partnerships, programs and projects, we preserve the intrinsic qualities of the Byway, promote opportunities for travelers to discover life-enriching experiences along its route, and stimulate the economic vitality and quality of life in the region's communities.

Core Values

Values and goals support the vision and mission for the Byway and provide the basis for the objectives in Section 8.

Values and goals are ambitious, broad statements of desired conditions. Objectives (tangible, measurable outcomes) are more specific action statements that address how values will be realized and goals will be achieved by 2019. Objectives are actions that the VLCP and its partners will work together to implement.

1. Stewardship Goal: Byway improvements will preserve its intrinsic qualities.

(See project table in Strategic Plan)

Stewardship - Measures of Effectiveness:

- a. Byway improvements will conserve the Byway's intrinsic qualities, are of lasting quality, unobtrusive, and blend in with the natural environment and community setting.
- b. Roadside blight is removed.
- c. Media materials contain stewardship messages, e.g. Leave No Trace, Tread Lightly, Pack In/Pack Out, volunteer opportunities, etc.

2. Collaboration Goal: Strengthen community and agency partnerships to avoid duplication, enhance effectiveness, and leverage funds, human capital and resources.

(See project table in Strategic Plan)

Collaboration - Measures of Effectiveness:

- a. Communication Plan is prepared and implemented throughout the year. Community leaders and elected officials are regularly briefed about byway activities and feedback is sought.
- b. Partnership MOU is in place with a committed byway core team providing

effective leadership to guide project accomplishment and leverage partner support.

c. Year-long calendar of core team meetings is established.

d. Broader partner meetings to celebrate accomplishments and plan new projects are held at least annually.

3. Integrity Goal: We demonstrate integrity and commitment to teamwork and financial accountability.

(See project table in Strategic Plan)

Integrity - Measure of Effectiveness:

Business procedures are in place to ensure responsible Board oversight, financial accountability, and commitment to the principles of teamwork that build trust.

4. Community Service Goals:

a. Provide formal opportunities for partner and public participation in the planning and implementation of Byway projects.

b. Continue to foster public interest as well as a “sense of ownership” in the health and welfare of the Byway and its potential to provide broad-reaching community benefits.

c. Support community improvement plans for the Byway.

(See project table in Strategic Plan)

Community Service - Measures of Effectiveness:

a. The Corridor Management Plan (CMP) is completed with community participation and support to implement the CMP Action Plan, which identifies future byway projects.

b. A regional/national byway marketing strategy is completed by partners to better leverage partner funds, capacity and resources.

5. Sustainable Tourism Goals:

a. Expand business growth, tax revenues and jobs in locations that want and can adequately support increased visitation.

b. Provide high-quality interpretive and educational materials to byway travelers in multiple ways that will facilitate self-discovery and appreciation for byway stewardship.

c. Increase the exposure of the byway through various media (print, audio/video, and social media).

d. Increase the byway’s visibility as a national destination attraction. Create more market penetration and extend the byway’s “reach” to new audiences and potential consumers (both domestic and international travelers).

e. Establish a stronger presence within the travel industry through outreach and education and links to destination marketing organizations, and other partners and agencies.

f. Identify and complement tourism promotion to niche markets (e.g. road bikers, mountain bikers, motorcyclists, foodies, beer lovers, couples, etc.).

(See project table in Strategic Plan)

Sustainable Tourism - Measures of Effectiveness:

a. Track activity on social media and comments before and after social media plan implementation.

b. Regional and national/international marketing strategy is completed and implemented.

c. Visitor survey is completed and made available. Feedback from surveys is evaluated for continuous improvement of marketing strategies and dissemination of travel information.

d. Byway guides are completed and visitor response is evaluated.

6. *Organizational Capacity and Effectiveness Goals:*

- a. Complete byway projects on schedule.
- b. Grow the VLCP Board of Directors so all byway regions are represented and have a voice in Board planning and decisions.
- c. Develop a succession plan for Board officers.
- d. Aggressively pursue partnership opportunities to augment VLCP's budget to fund base operations and our ability to contribute to partner needs.
- e. Assess funding opportunities to implement high priority byway projects that promote tourism, economic revitalization of byway communities, and the public's appreciation of the byway's assets. (See project table in Strategic Plan)

Organizational Capacity and Effectiveness - Measures of Effectiveness:

- a. Annual budgets and project work plans are prepared.
- b. Directors from each of the 11 byway regions are successfully recruited to serve on the Board.
- c. A succession plan for Board officers is in place.
- d. Funding and sponsorship strategy is developed. Paid sponsorships are obtained to augment VLCP's budget and support byway projects.
- e. Track the number of grants that are applied for to support byway partners and implement projects.

Appendix C – Volcanic Legacy Community Partnership Information

Volcanic Legacy Community Partnership contacts:

Board of Directors:

Elizabeth Norton – President

Laura Allen – Treasurer

Craig Ackerman (Crater Lake NP)

Sherrie Thrall (Plumas County Board of Supervisors)

Byway Partners:

Jim Chadderdon (Discover Klamath, Oregon)

Rennie Cleland (Ore Cal RC&D)

George Jennings (Ore Cal RC&D)

Lisa May (Shasta Cascade Wonderland Association,
Anderson, CA)

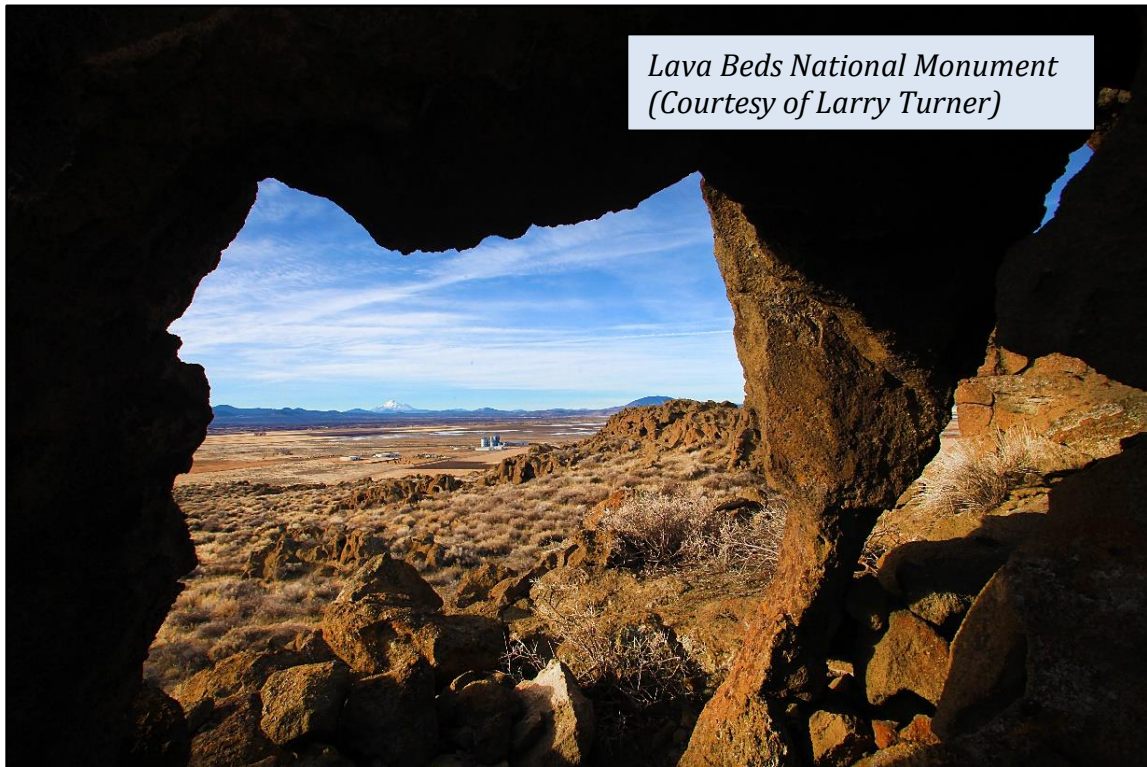
Elizabeth Norton (VLCP, Susanville, CA)

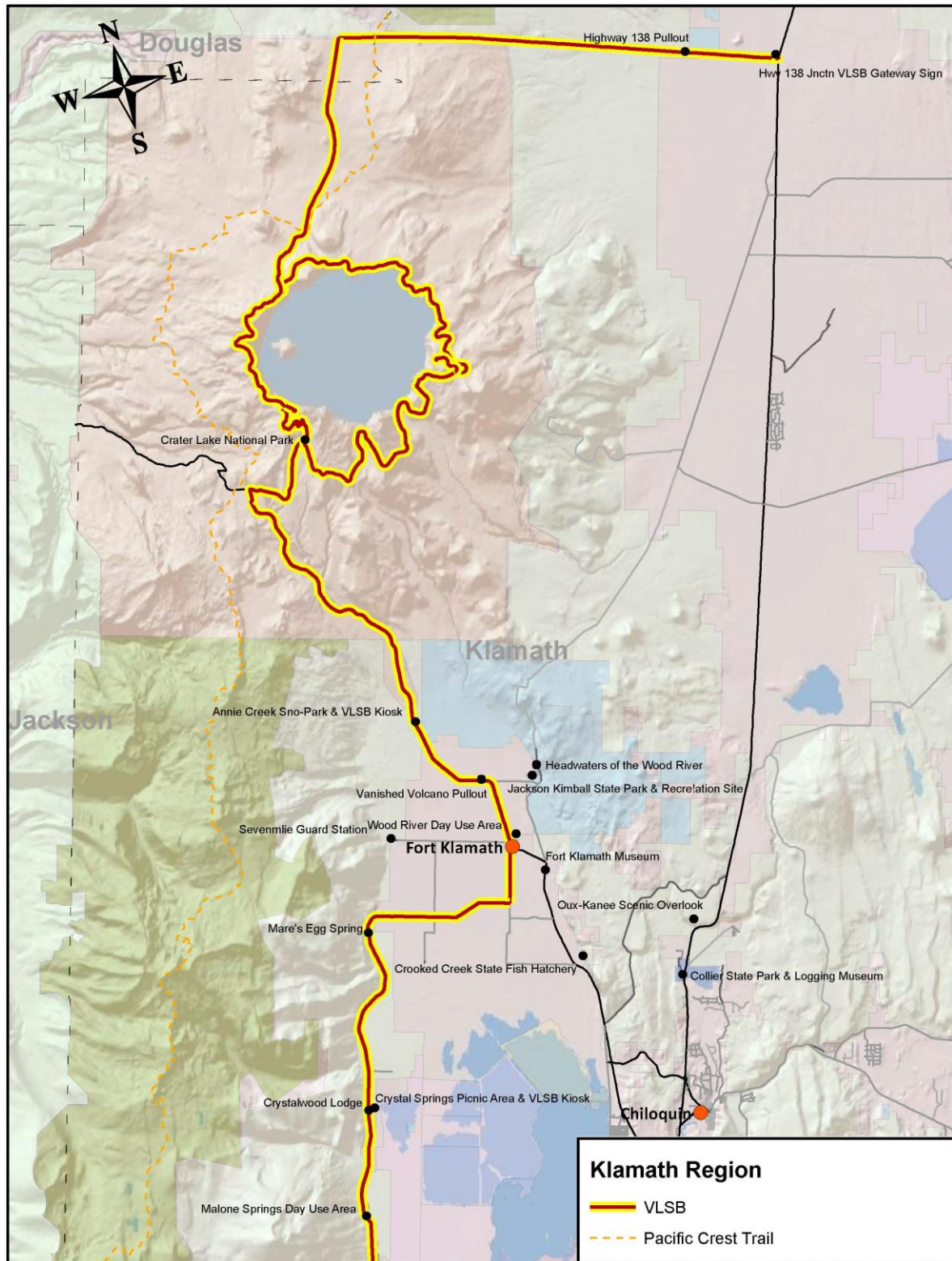
Appendix D – Amenity Site Maps for Byway Regions

Amenity Site Maps for Byway Regions

Amenity Site Maps show individual regions of the VLSB where concentrated amenities occur. Below each map is a summary of points of interest and

amenities in the region. The map is not an exhaustive list of amenities or points of interest, but highlights some of each region's offerings.





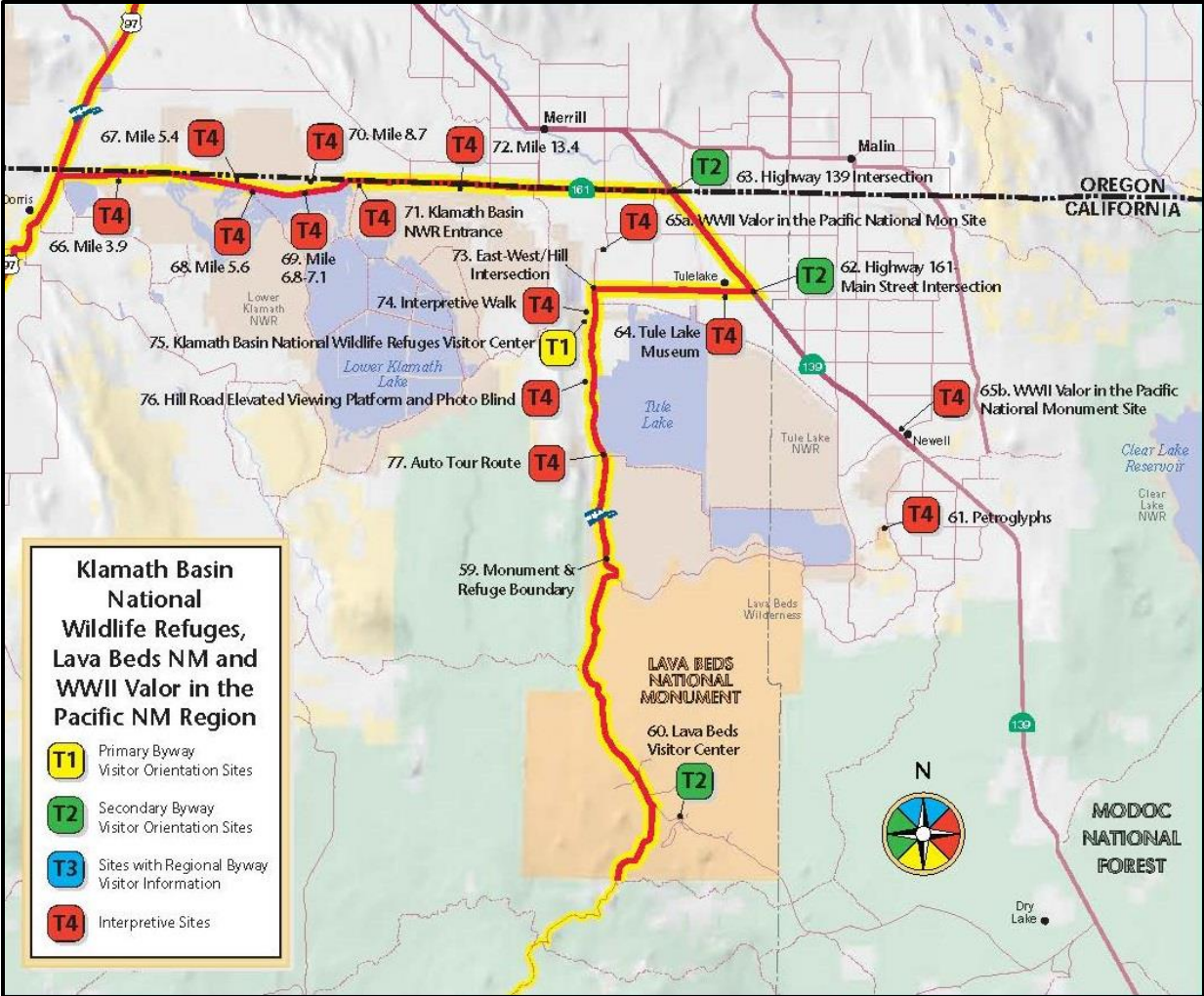
South of Crater Lake NP, the small rural towns of Fort Klamath and Chiloquin offer lodging and food. Areas of interest include the Jackson F. Kimball State Park, Collier Memorial State Park and many picnic areas.



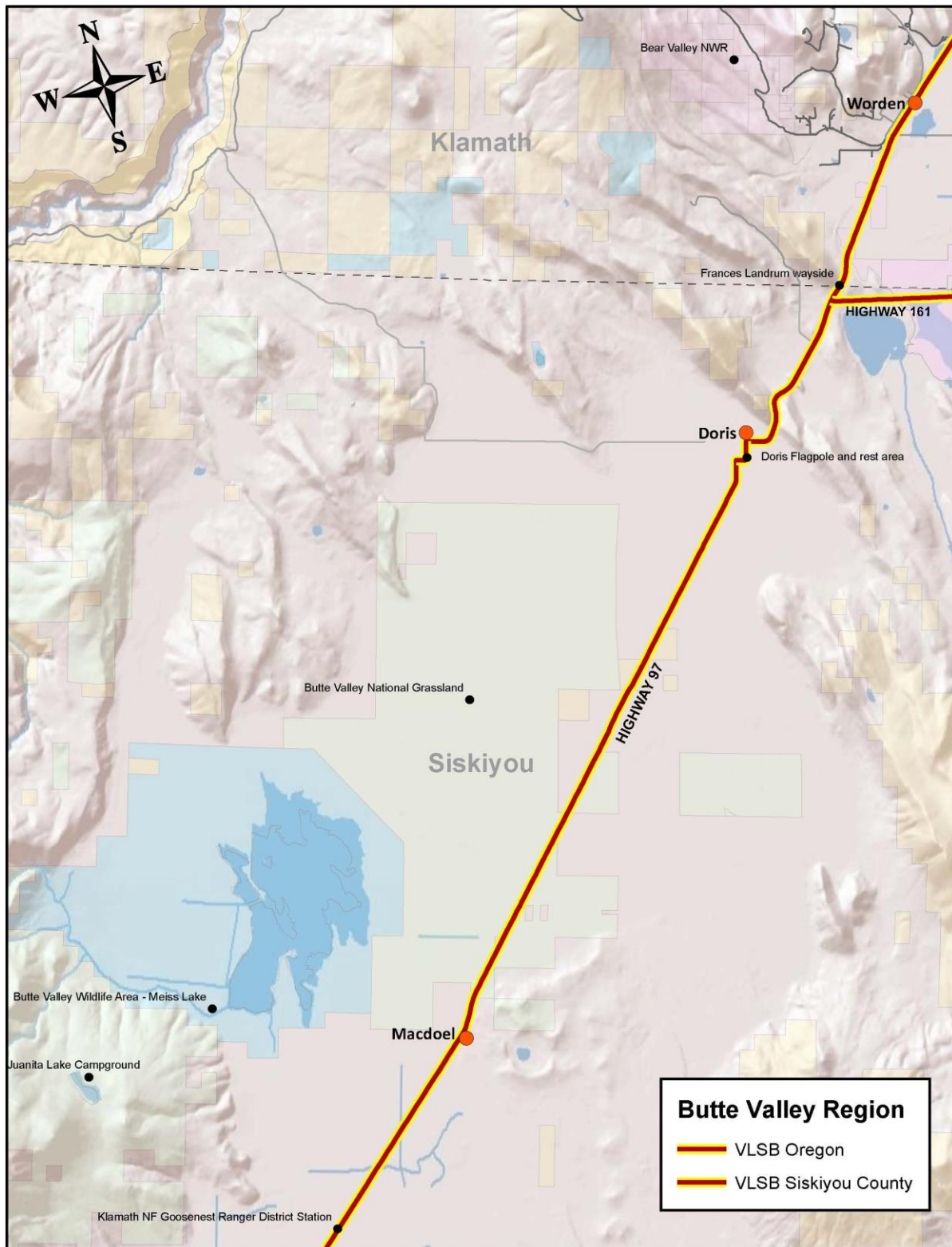
The west side of Upper Klamath Lake offers outdoor adventures, including canoe trails, hiking, bike trails, and camping with views of the lake.



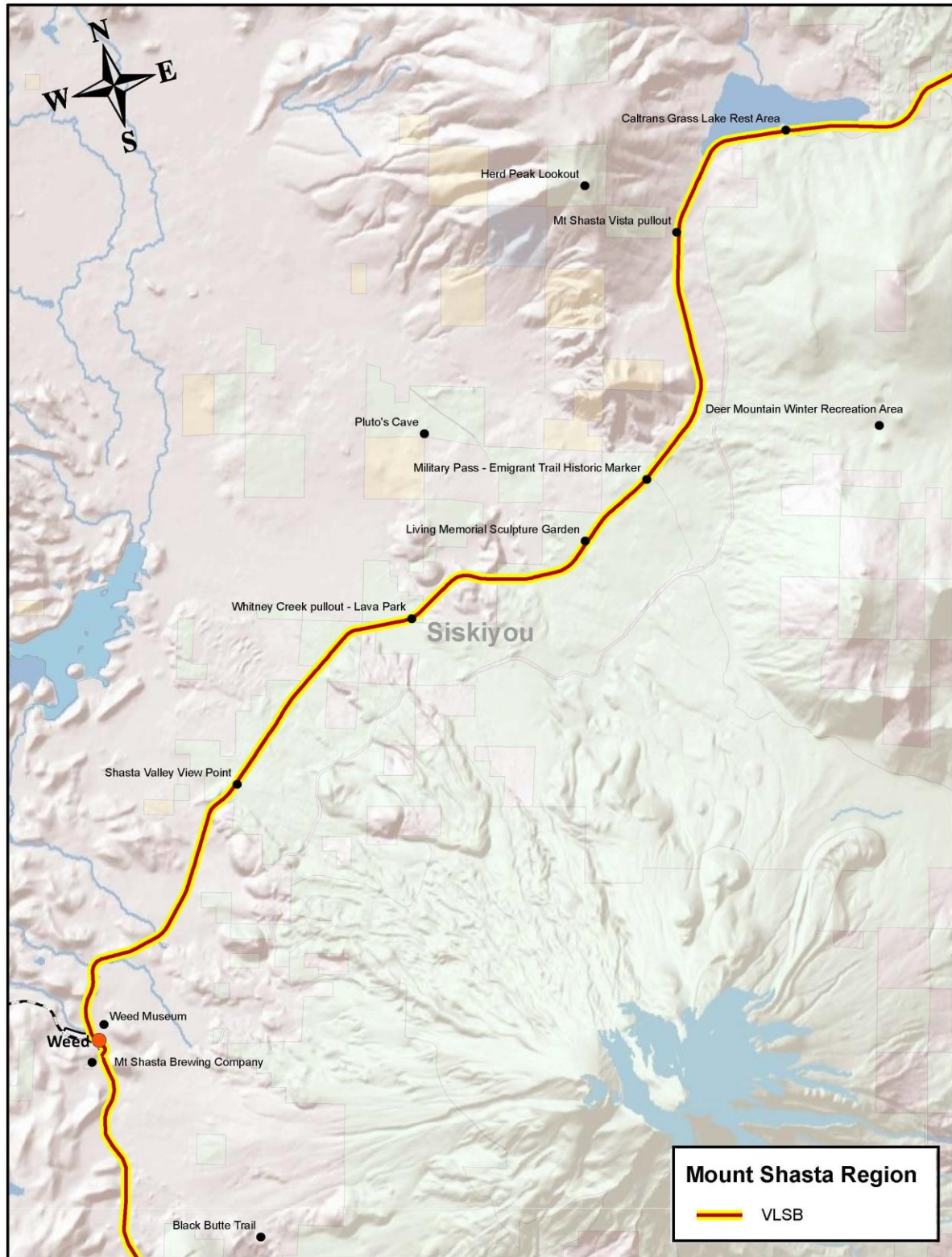
The Klamath Region includes the metropolis of Klamath Falls at its heart. The downtown area features museums, birding trails, historic trolleys, and views of Lake Ewauna.



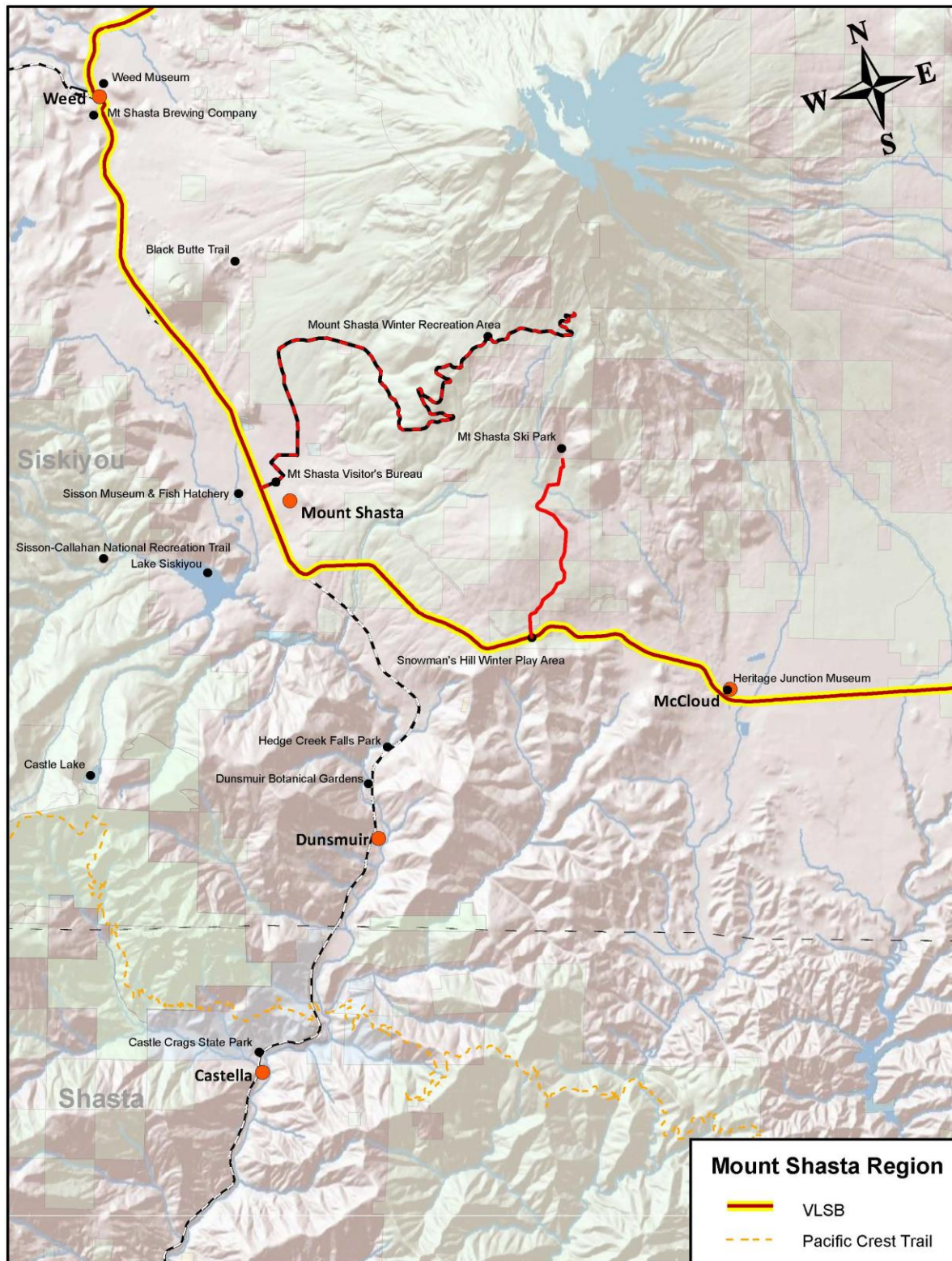
The national wildlife refuges are nesting and roosting places for waterfowl that are abundant along the Pacific Flyway. The visitor centers at the Lava Beds National Monument and the Tulelake National Wildlife Refuge offer interpretation of the natural, cultural, historical and geologic resources within the region.



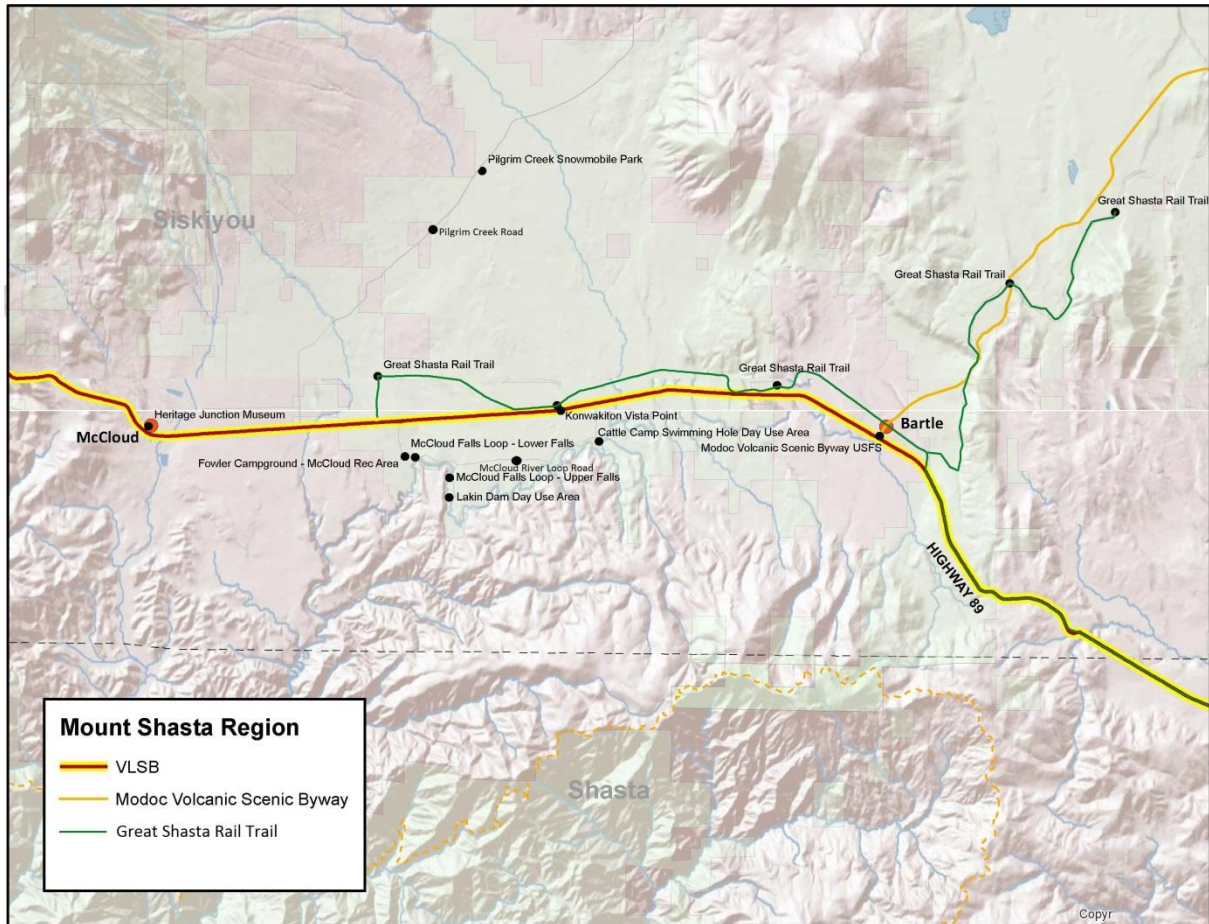
The rural towns of Dorris and Macdoel provide stopping places for food and fuel; and provide the gateway to explore the Medicine Lake Volcano, the Butte Valley National Grassland, the Butte Valley Wildlife Area and Meiss Lake.



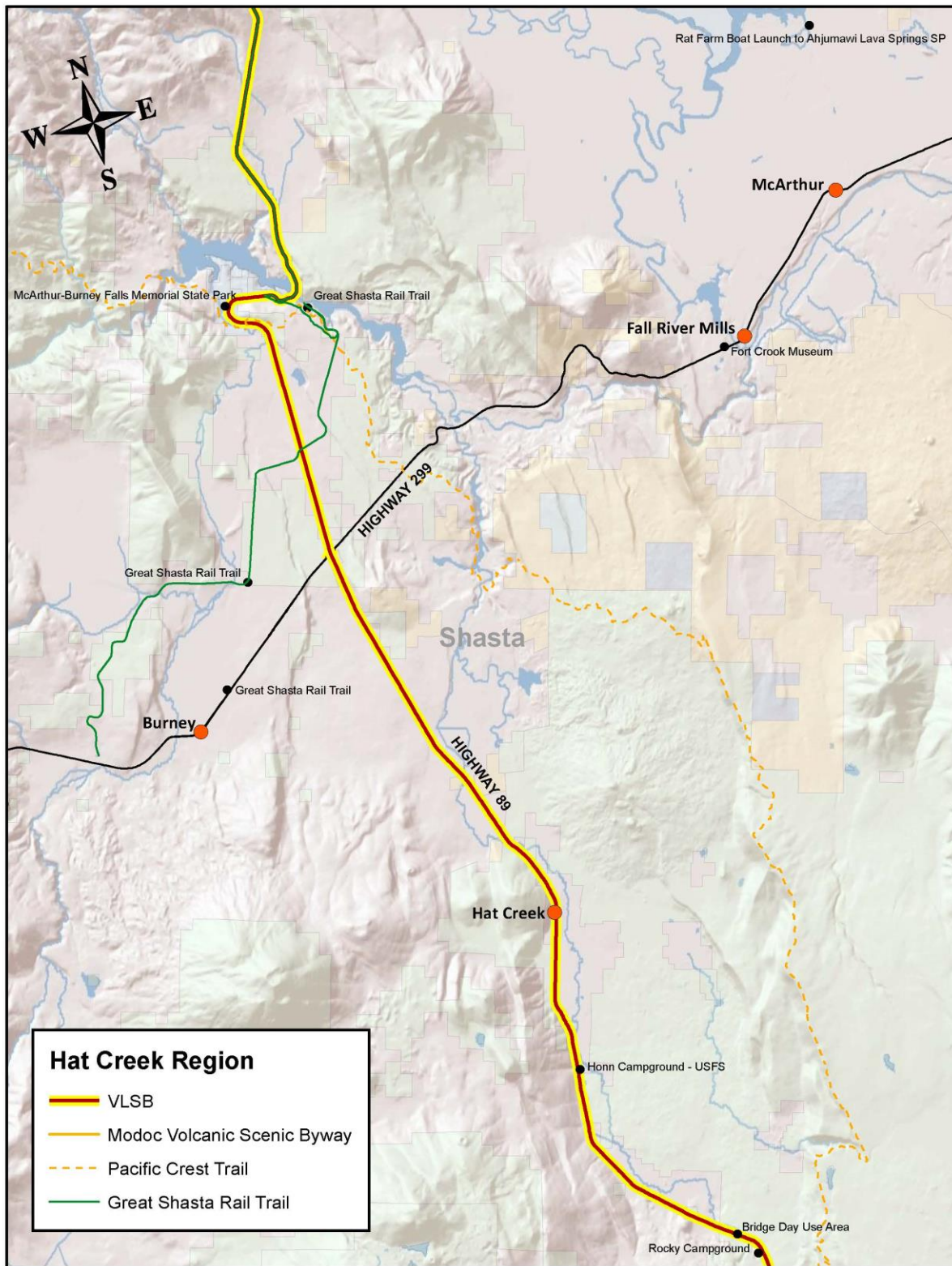
Under the shadow of Mount Shasta are many viewpoints of snow-covered peaks and the cities of Weed and Mt. Shasta City.



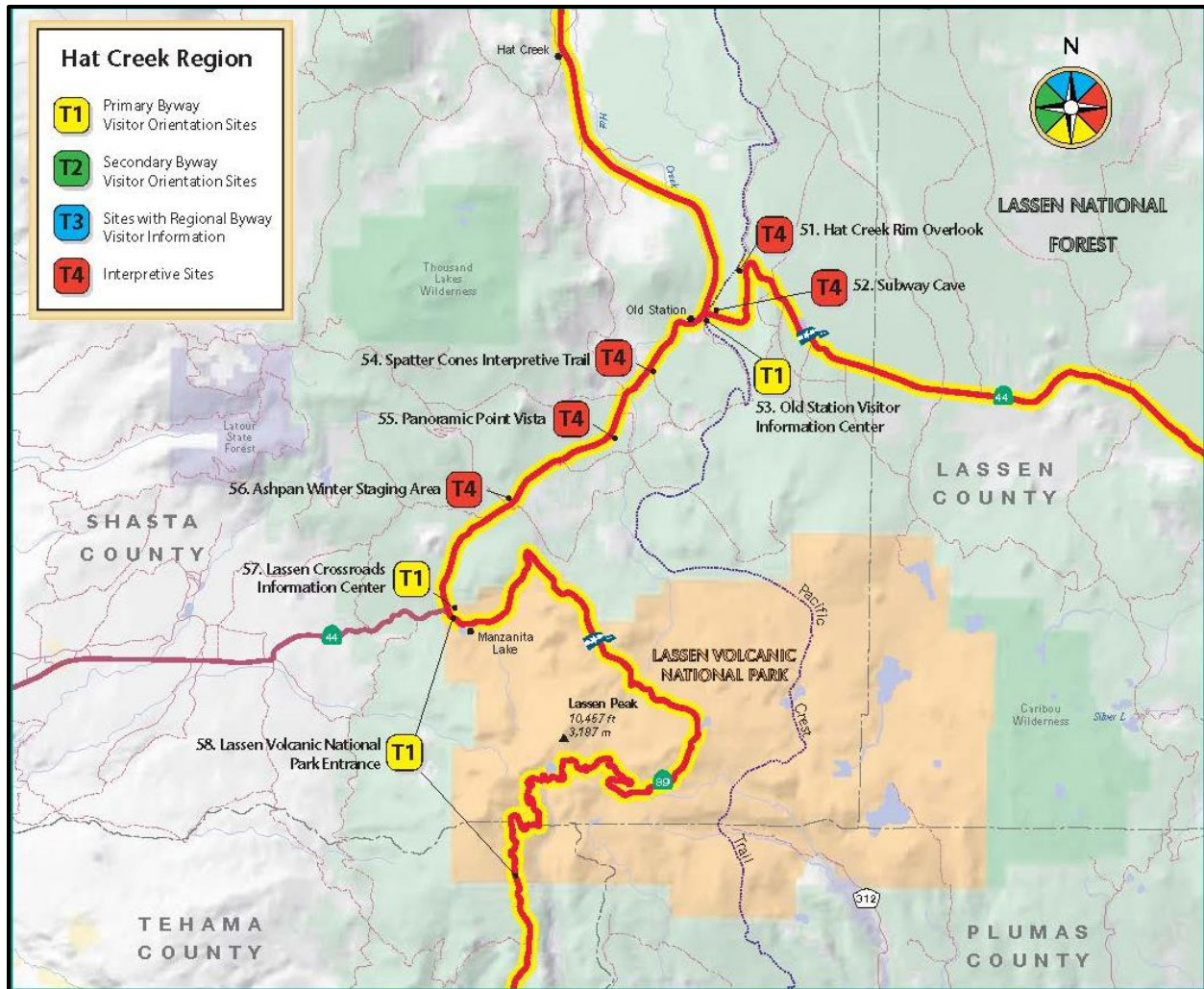
South of Mount Shasta are winter recreation areas providing opportunities for skiing, sledding and snowshoeing. The historic towns of Dunsmuir, Mt. Shasta City and McCloud provide many lodging and dining options.



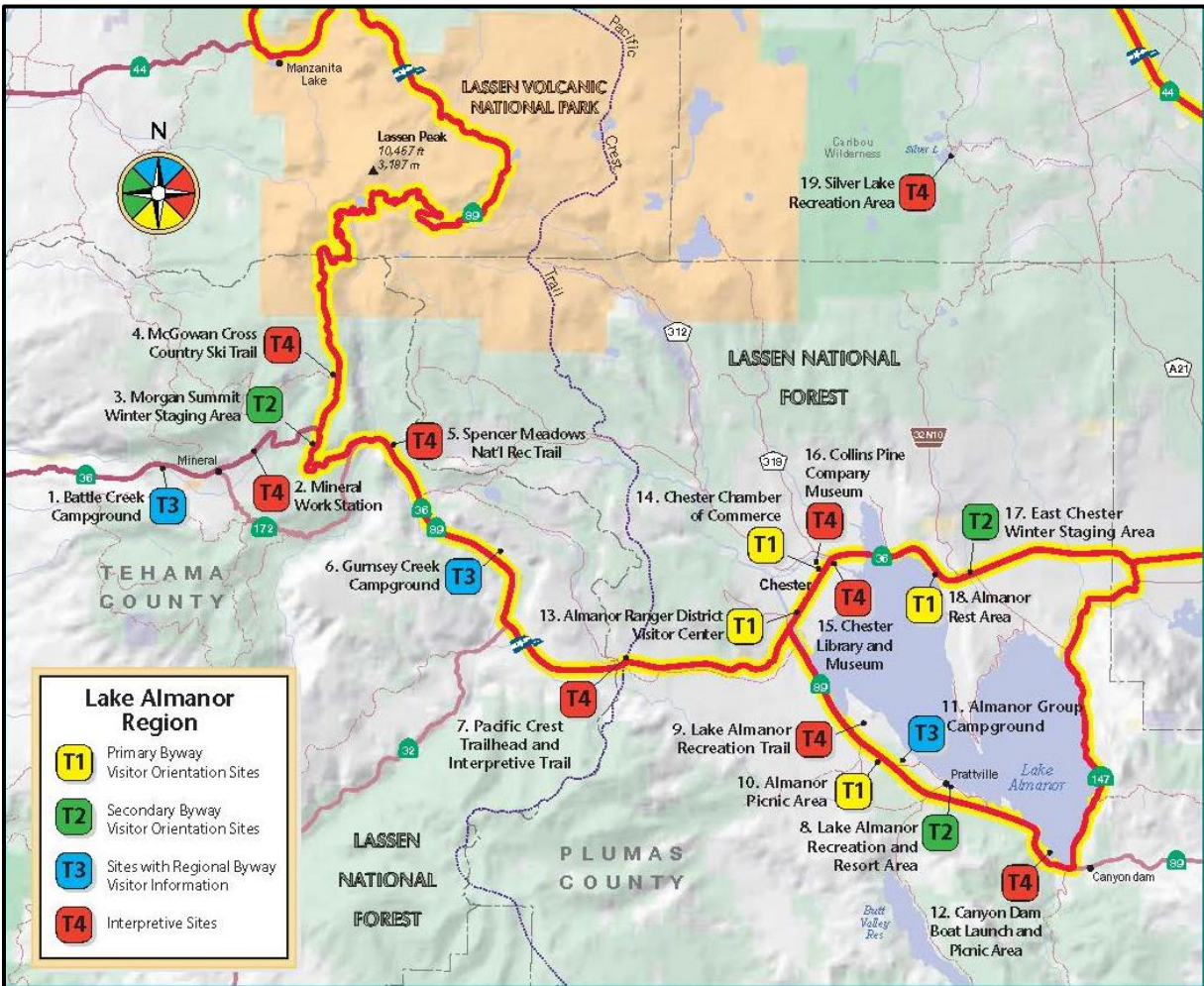
The Great Shasta Rail Trail and the McCloud River Loop Road are highlighted in this region. Visitors enjoy the campgrounds and waterfalls along the McCloud River.



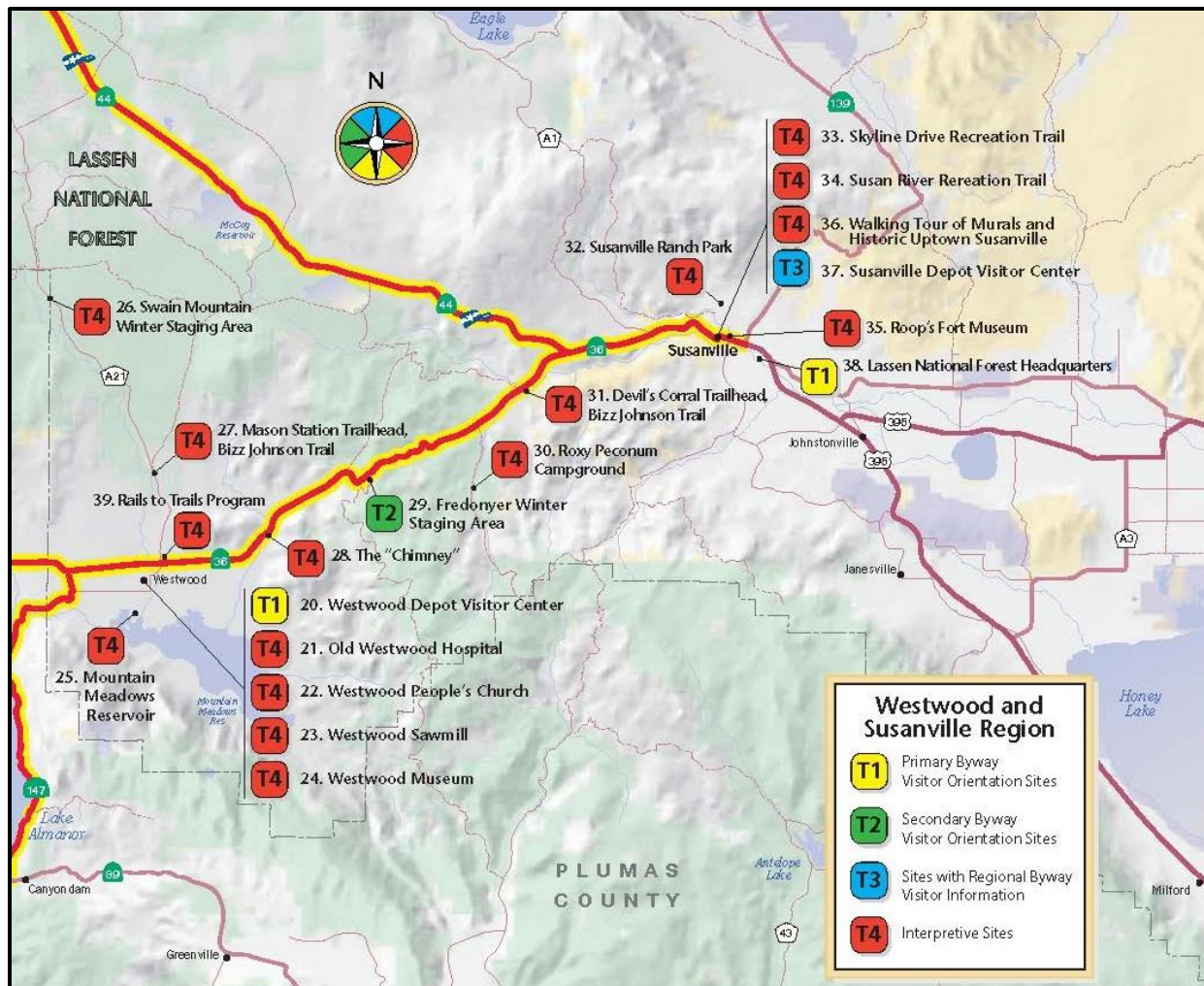
Continuing south to the Hat Creek Region are additional segments of the Great Shasta Rail Trail, the sparkling waterfalls at McArthur-Burney Falls Memorial State Park, and the Pacific Crest National Scenic Trail.



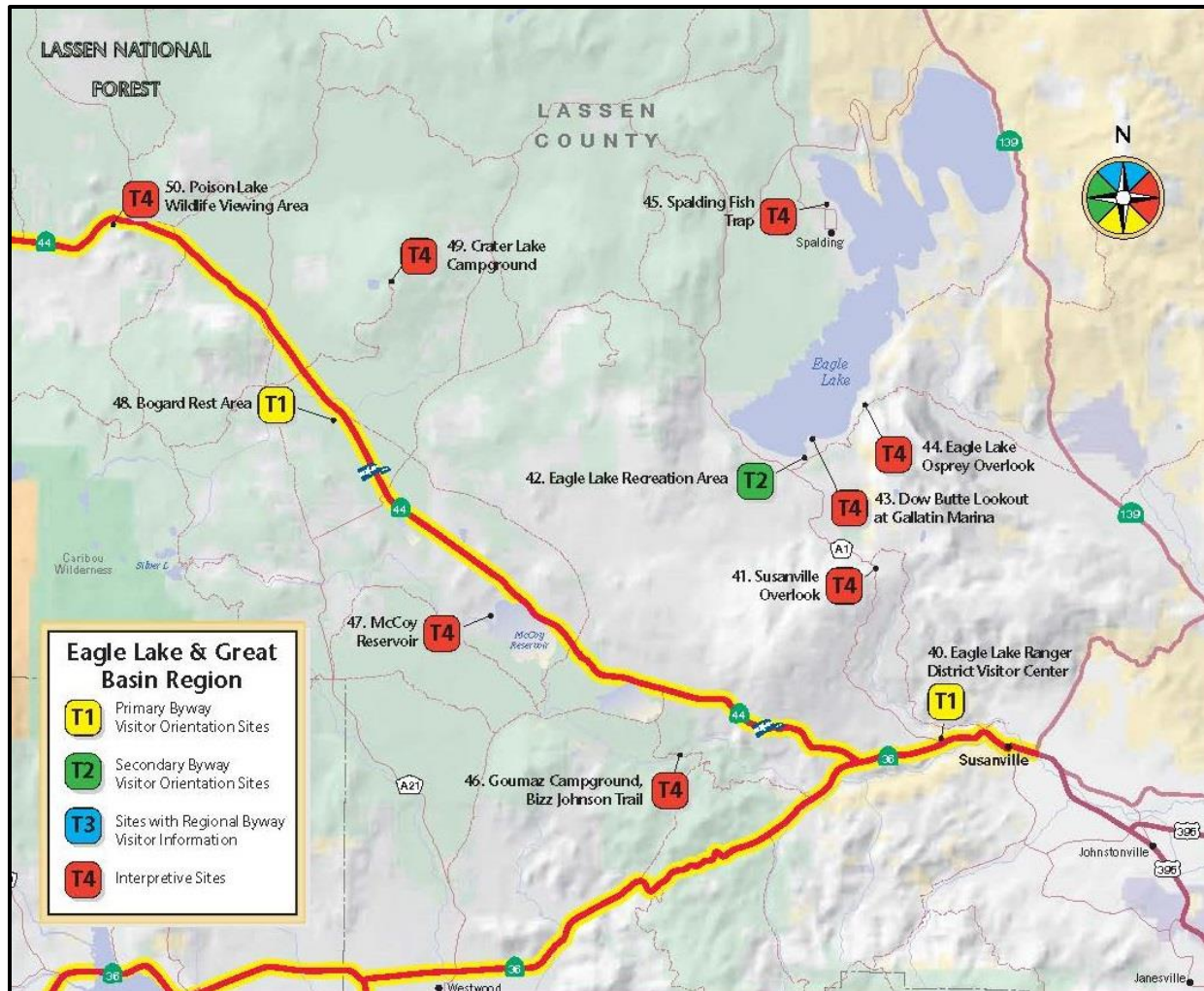
Lassen Volcanic National Park offers spectacular views of snow-capped Lassen Peak, with geologic interpretation of the volcano and its history.



Just south of Lassen National Forest is Lake Almanor, which offers watersports, fishing, bicycling and camping. The hiking and bike trails, including a portion of the Pacific Crest National Scenic Trail, allow for exploration of this region.



Susanville, home to the Lassen National Forest headquarters, offers places to stay and dine while exploring the area's many trails, museums and nearby lakes.



Eagle Lake is home to a wide variety of animals including mule deer, prong-horned antelope, eagles and osprey. Catch a glimpse of these animals while enjoying a hike or camping trip at Eagle Lake. Fishing for the wily Eagle Lake rainbow trout is also a great experience!

Appendix E – Recommended Scenic Guidelines for Communities and Landscapes Along or Near the Volcanic Legacy Scenic Byway

Recommended Scenic Guidelines for Communities and Landscapes Along or Near the Volcanic Legacy Scenic Byway

Rural towns along the Volcanic Legacy Scenic Byway (VLSB or Byway) in both Oregon and northern California offer a peaceful respite to residents and visitors amidst the majestic scenery of the southern Cascade Mountains. However, several byway towns are in economic transition due to high local unemployment or primarily seasonal employment, poverty, depopulation, homelessness, higher crime rates, and decaying, abandoned or vacant infrastructure. Empty storefronts and blight are often the first thing byway visitors notice instead of a picturesque, prosperous small town. Many towns are proactively addressing blight by adopting economic revitalization strategies, building codes, and beautification standards to preserve their historic community character and stimulate business growth. Based on past studies, we know the economic interests of cities and small towns are furthered when they remove or remediate blight and provide an efficient flow of goods, services, and people along multi-modal transportation corridors.



Long-term vacant stores along Susanville's Main Street

The guidelines that follow are a compilation of “best practices and context sensitive solutions” that will minimize negative impacts on the scenic, recreational, historic, cultural and natural resource values along the Byway. Many of them are from the Texas Scenic Cities program, which has very specific standards that must be met for a city to apply to become a certified “Scenic City.” They are included in this Appendix as guidelines for byway towns and counties to consider before they adopt codes or ordinances to create more

attractive, livable space. The guidelines also encourage local agencies to provide more opportunities for people to safely walk, bike and recreate versus allocating so much infrastructure and expense to accommodate motor vehicle travel.

These guidelines are designed to be flexible and to encourage creative methods for local agencies and businesses to preserve the intrinsic qualities for which the Scenic Byway was designated. They are based upon the assumption that contextual and situational issues, and land use values pertinent to each byway community, will be considered early in the planning and design process. As such, the guidelines provide a framework to achieve local beautification goals, stimulate economic growth and tourism, improve people's lives, and maximize public benefits. Collaborative planning with stakeholders is essential to create a vision for future development because good design is good business.

It is also important for local agencies to enforce whatever codes and ordinances are adopted. Without adequate staff, resources or a commitment to work with non-conforming property owners, the vision for a better tomorrow will not be achieved.

1. Streetscape standards to protect established trees, landscaping and sidewalks.

1.1 Provide trees and/or landscaping along major roadways, city streets, street medians and in parking lots.

1.2 Require upkeep of landscaping to ensure viability of plants.

- Unless drought-tolerant, native plants and trees are provided, all landscaped areas should include an irrigation system to ensure the health and growth of the landscape. (With warming temperatures, even native plants may need occasional watering.) Medians, rights-of-way, and other common areas that are landscaped should be irrigated, with irrigation plans for such landscaped areas approved by the town prior to the acceptance of public improvements for the development.
- Landscaped areas shall be reasonably maintained by the owner or the lessee of the property, including pruning, trimming, watering and other requirements necessary to create an attractive appearance for the development. Do not flat top trees with a "brush cut" during pruning. Instead, selectively cut individual branches as needed to retain natural-appearing crowns.
- Any plant material not surviving shall be replaced within 60 days of its demise.

1.3 Landscape requirements apply to all public, private and institutional developments and must be installed in a sound manner and in accordance with accepted good planting procedures.

1.4 All construction (new as well as redevelopment) requires landscaping and/or screening to be installed as a part of project construction. Existing landscaped areas

to be retained shall be protected from vehicular encroachment and damage during and after the construction phase by appropriate barriers.

1.5 Sidewalks should be a minimum of 5 feet in width; 8 feet in transit corridors; 10+ feet in downtowns and high-density areas. Sidewalks must be maintained in good condition and have pedestrian buffers with a minimum width of 2 feet. Outside public gathering space for retail displays, dining, resting, board games or event activities, etc. should be incorporated in all sidewalk designs in town centers.

1.6 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.

2. Parks, Trails and Public Spaces

2.1 There exists a comprehensive system of parks, greenbelts and open space that is compatible with the environment and conducive to residential neighborhoods. Park space meets national standards of 10 acres per 1,000 population.

2.2 Parks contain a significant number of amenities including trees, benches, playgrounds, dog parks, Frisbee golf, etc. which are maintained in good condition and have security features (anti-theft devices, safety for parking areas and trails, etc.).

2.3 There exists a park and trail set-aside ordinance for development.

2.4 Provide for a comprehensive and connective multi-use trail system and map. Trails are clearly marked with appropriate signage, and there are established measures for upkeep and maintenance.

2.5 The boundaries of existing open space and recreational areas are clearly delineated as public spaces with future development prohibited or permanently designated/zoned for public use if on private property when it becomes available for such use.

2.6 Any new development site must permanently set aside open space for public or private use which will not be developed. Open space may be used as community open space or preserved as green space.

2.7 Impervious cover is limited to no more than 20% of an open space area unless the need/purpose of the additional impervious cover is clearly documented.

2.8 The following areas are considered high priorities when designating open space: conservation buffers, high quality native trees, water features, riparian and critical habitat areas, scenic viewsheds, and high-quality soil resources.

2.9 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.

3. *On-premises Signs and Sign Ordinance*

3.1 Strict limits on size, placement, and quantity of signs per business

- Minimum requirement: signs require permits separate from the building permit.
- Strict limits on quantity of signs per business and quantity of signs per side/property frontage.
- Strict limits on size (both square footage and height) and placement.

3.2 Banned signage: All wind devices, roof signs and portable signs. Temporary, portable sidewalk or street signs are only used to promote special events or for emergency advisories (e.g. road closed).

3.3 Restricted digital signage: All electronic changeable message (digital) signs should be banned outright or restricted to special districts within city limits. If digital signs currently exist, clearly-stated regulations must strictly limit size, height, and brightness of such signs, and prohibit moving images and frequent rotation of fixed images on such signs. City codes are written so that signs are designed to be in context with the natural, historic and human “built environment.”

3.4 A mechanism exists to bring existing (grandfathered) signs into conformity with the municipality’s current sign code.

3.5 A process exists to enforce removal of any sign that is significantly damaged, destroyed or abandoned.

3.6 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.

4. *Off-premises Signage*

4.1 No permits shall be issued for new outdoor general advertising off-premises billboards or devices anywhere along the Volcanic Legacy Scenic Byway (VLSB). Existing permits will not be renewed.

4.2 Specific code/ordinance language states that existing, non-electronic billboards may not be modified, upgraded or in any way converted to an electronic, changeable message (digital) billboard format. If digital billboards currently exist, clearly-stated regulations should strictly limit brightness of such signs, and prohibit moving images and frequent rotation of fixed images on such signs.

4.3 Policies/codes should be adopted prohibiting the relocation of billboards, or allowing relocation only when required by the construction of a project using public funding, provided that such relocation is restricted to a limited period.

4.4 Parked motor vehicles and/or trailers are not allowed to be intentionally located to serve as an advertising device for a use, product or service.

4.5 Moving motor vehicles and/or trailers may not be employed primarily for the purpose of displaying commercial advertising messages anywhere along the Scenic Byway. Commercial advertising messages are prohibited on any vehicle if the messages are unrelated to the primary business or activity for which the vehicle is utilized; this includes but is not limited to transit vehicles and school buses.

4.6 No advertising is allowed on public amenities (e.g. bus shelters, park benches, transit stations, trash receptacles, directional kiosks, etc.).

4.7 Adopt a ban to prohibit the posting advertising signs on public property. Any advertising signs found upon municipal property shall be removed by the city or county.

4.8 Adopt a code/ordinance or law prohibiting tree-cutting or similar clearing of vegetation on public rights-of-way to provide a better view of off-premises signs.

4.9 A process exists to remove nonconforming outdoor general advertising devices (i.e. billboards) that are not within the rights-of-way of federally-funded roadways and the Byway.

4.10 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.

5. *Lighting Standards for Streetscapes and Public Spaces*

5.1 Adopt a street lighting program that emphasizes the selection of lighting equipment and the location of street lighting, in order to provide visibility, safety, and security for pedestrians and vehicles.

5.2 Provide adequate illumination that meets the level-of-use standards set for the municipality and street location.

5.3 Street lighting through towns/cities should be designed to the urban/pedestrian scale and not the “freeway” scale so the economic vitality of a downtown area or commercial district is not diminished.

5.4 The outdoor lighting program should emphasize directional lighting to limit glare and unnecessary outdoor lighting. This will decrease light pollution effects and preserve the night-time visual environment.

5.5 Consider a cost-sharing program between the transportation agency, city, business district, developer and power provider to upgrade light fixtures. Light fixtures should complement the city’s natural, historic and cultural heritage (e.g. avoid tall highway light poles with long mast arms along downtown streets).

5.6 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.

6. *Protection of Landscaping During Construction Activities*

6.1 Require protective barricades be installed around all protected trees prior to any construction activities on a development site.

6.2 Barricades should be installed a minimum of 10 feet from a protected tree or at the designated protective root zone to prevent injury and root compaction.

6.3 Materials used for protective barricades shall be made of wood, fencing or solid material.

6.4 Barricades should be of sufficient height with horizontal and vertical structural members designed to prevent damage to existing landscaping.

6.5 Parking or storing of vehicles, equipment or materials is not allowed within the protective root zone.

6.6 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.

7. *Unity of Design*

7.1 Adopt clearly-stated design standards with the intention to coordinate individual efforts and create unity-of-design along the VLSB, a positive city image, and a high-quality built environment.

7.2 Adopt uniform bi-state VLSB highway signs (using the byway logo) and kiosk recommendations for byway sites as described in regional interpretive plans for the VLSB (the Tier 1-4 kiosk concept in the March 2012 VLSB Interpretive Plan).

7.3 Determine which city and county areas or designated historic preservation districts fall within the design guidelines.

Examples of unified-design areas include but are not limited to:

- Storefront design standards in terms of shapes and materials for awnings, storefront lighting, entries, doors, windows, and building appurtenances
- Signage limitations for permitted on-premises signs and specific guidelines for display window signage, window graphics, plaque signs, and entry paving
- Exterior furnishings / landscape - requirements regarding allowed exterior furnishings, landscaping, sidewalk grade, and ADA compliance.

7.4 Enforcement exists for the implementation of design standards such as city and county codes or ordinances.

8. *Litter and Graffiti*

8.1 Littering is defined, expressly prohibited, and penalized by city or county ordinance, including pedestrian trash as well as that thrown from motor vehicles.

8.2 Graffiti (writing or drawings scribbled, scratched, painted, or sprayed illicitly on a wall or other surface in public view) is expressly prohibited and penalized by city ordinance. A program exists to enforce effective removal.

8.3 Publicly supported cleanup efforts and education program for trash and graffiti.

8.4 Public trash receptacles have a protective covering to prevent trash from blowing out of can.

8.5 Strict prohibition on dumping of any kind outside designated areas.

8.6 Enforcement exists for the implementation of every standard.

9. *Utility and Phone/Cable Line Program and Telecommunication Towers*

Byway communities and scenic landscapes are often dominated by unsightly utility poles, wires and accessories, and telecommunication towers. Burying utility lines and screening telecommunication towers provide the following benefits:

- Improved community aesthetics and preservation of scenic viewsheds.
- Reduced line/pole maintenance and more reliable service to customers.
- Improved safety and community health by eliminating fire risk, reducing road accidents and power outages from downed lines, and eliminating poles encroaching into sidewalks, parking areas, landscaping, etc.
- Improved appearance of community downtowns and commercial areas that will attract new business activity, economic revitalization, and community pride.
- Increased property values in areas where unsightly lines are underground.

Utility companies are not likely to advocate undergrounding lines, and may resist efforts to bury them. If stakeholders and local agencies work together with these companies, progress can be made to reduce blight from utility lines.

9.1 Install utility lines (including individual service lines, transmission lines and distribution lines) underground, below the finished grade of the right-of-way. Remove all related above ground utility structures.

9.2 If your community has a special circumstance, i.e., it is in a flood prone area, identify methods to minimize the visual impact of any above ground utilities.

9.3 For new construction that requires additional infrastructure, all new utility infrastructure must be mounted on pads at ground level. If within the right-of-way, utility structures do not block sidewalks or visibility at intersections or driveways.

9.4 For a major roadway reconstruction or public improvement project, all utility services located within the boundaries of the project are placed underground.

9.5 For future individual utility service, lines which originate in a public road right-of-way and extend to any building or structure constructed after a certain date (including residential, commercial or industrial) are installed underground. All new construction must require utility services to be underground.

9.6 Once utility service lines have been installed underground, the installation of new above-ground lines in that location is prohibited by ordinance.

9.7 If above ground utilities are being replaced on side streets with above-ground utility services which intersect with a roadway with underground utility lines, the first pole supporting the above ground service is placed on such side street at least 100 feet from the center of the roadway with the underground utilities.

9.8 Locate telecommunication towers outside the foreground and middle ground of viewsheds unless no other option exists.

9.9 Enforcement exists for the implementation of every standard.

10. Dumpster Screening

10.1 All dumpster enclosures shall be approved by the city or county prior to construction.

10.2 The opening for removal of the dumpster for collection is a minimum of 12 feet to allow for proper access when it is serviced. For every additional dumpster in an enclosure, an additional 10 feet in width is required. Openings should be concealed by a non-transparent gate.

10.3 Require that location of the opening to the area be away from the sidewalk and street.

10.4 Require that the dumpster enclosure be screened on three sides and constructed of durable materials that complement the primary building. Dumpster areas may also be roofed with complementary building materials.

10.5 Require that the owner incorporate landscaping to make the screen more effective and attractive.

10.6 Enforcement exists for the implementation of every standard.

11. Roads and Parking Lot Construction in Business and Shopping Areas

The objective is to provide pedestrian and bike friendly facilities that encourage walking and bicycling, reduce vehicle/people accidents, and reduce driving miles. Pedestrian facilities will be ADA accessible in accordance with federal law. Parking lots are designed to minimize pedestrian travel within the parking aisles so walkers are not maneuvering around vehicles entering or exiting their stall.

11.1 Reduce 4 lane roads to 3 lanes with parking on either side (called a road diet) through town centers with higher traffic and pedestrian use. Provide well-marked, visible bike lanes in either direction.

11.2 Consider sidewalk curb extensions at intersections with crosswalks.

11.3 Consider traffic control devices at crosswalks, especially at crosswalks that access schools and shopping districts.

11.4 Design shopping malls/business districts to be more welcoming to pedestrians and bikers. Provide a minimum 10-foot-wide sidewalk (frontage) between buildings and parking lots to have outside space for retail displays, public dining, resting, and gathering. Landscape with trees and flower gardens or raised beds. Design vehicle access lanes between the 10+ foot-wide sidewalk frontage and the parking area where needed. Consider placing attractive fencing or use plants to separate sidewalks and vehicle lanes.

11.5 Design parking lots with a center walking “path” down the middle of 2 rows of parking stalls. Provide visible crosswalks and/or speed bumps across the vehicle access lanes. Use a different surface material to distinguish the walking path and to enhance the site’s aesthetics (e.g. colored pavers vs. asphalt).

11.6 Install parking lot lights consistent with the community’s historic character.

12. Landscaping in Parking Lots

12.1 Incorporate appropriately-scaled, well-graded and planted earth berms, shrubs, trees or other landscaping on parking area perimeters to screen the parking area from streets and other facilities.

12.2 Provide islands of trees with gardens to break up the expanse of pavement in parking lots.

12.3 Require planted islands be protected from vehicular encroachment.

12.4 Integrate groundcovers and small shrubs at island ends to add interest while maintaining visibility of pedestrians and vehicles.

12.5 If paving within 10 feet around a tree is absolutely required, use porous pavements such as cast-in-place, monolithic turf and concrete combinations over specimen tree roots to allow water and air exchange.

12.6 Ensure plants are selected for the climate such as regionally native, drought-tolerant and extreme temperature-tolerant species and are used whenever possible. Plants installed in or around parking areas receive proper irrigation to encourage deep root growth.

12.7 Enforcement exists for the implementation of every standard such as city and county codes or ordinances.



Avoid acres of asphalt!



Consider this instead! Center pedestrian walking paths, trees, and shrubs.

13. Blighted Properties

People love where they live. Dangerous buildings, abandoned structures, litter, and overgrown weeds have a dramatic impact on a community. Blight lowers property values, negatively impacts the economy, increases crime, and erodes residents' sense of well-being and connection to their community. A blighted property is basically one that has been declared a public nuisance in accordance with a local housing, building, plumbing, fire, landscape, inoperable vehicle or other related codes and ordinances. They are structures that are dilapidated, damaged, unsafe, have faulty construction or otherwise, and are unfit and unsanitary for human occupancy. For some properties the cost of repair is higher than the property value, so properties sit in a state of decay for years and sometimes decades.

Nuisance properties are not merely vacant eyesores, but lay in stark disrepair to the surrounding neighborhood. They attract and facilitate criminal activity (the “broken window theory”). These properties are subject to action by the community at large because they create a nuisance that threatens the viability and safety of an entire neighborhood rather than simply impacting the property next door.

Without cooperation from property owners to maintain their properties, enforcement procedures are necessary to address blight. Nuisance abatement is a legitimate tool for local agencies to use, including possible legal action with liens or demolition as a last resort. In some communities, there is no reasonable expectation that blighted buildings will ever be re-occupied because of extensive decay or the amount of surplus, vacant commercial space. In this situation, communities should consider a redesign and/or rezoning of blighted street blocks to create beautiful, vibrant neighborhoods. The following pictures show examples of design features that make attractive, pedestrian friendly city centers that encourage commerce versus what you see in the picture below.



This Susanville city block has a number of long-term vacant buildings, multiple overhead utility lines and poles, and broken pavement that all contribute to its blighted appearance.

Examples of good streetscape design in vibrant, small communities across the United States

The National Scenic Byway Program emphasizes the intrinsic qualities of byway communities and corridors through the six recognized qualities (scenic, historic, cultural, natural, recreational and archaeological). The Volcanic Legacy Scenic Byway is unique in that it possesses all six of these qualities and achieved the distinction of being designated as an All-American Road, one of just 31 in the nation. All-American Roads are considered the “crown jewels” of the nation’s highway system. Sensitive and thoughtful byway management, including highway design, maintenance and safety, community revitalization, visitor services, and land and environmental stewardship will establish the VLSB as a national destination and economic engine for our region.

Before beginning any serious discussion on the best design details and streetscape enhancements for a byway route or community, it is useful to determine the period or periods of significance. A period or periods of significance represent dates associated with momentous occasions, design and construction activity, transition points or simply periods of prolonged stability. They should be distinctive and cohesive periods with a strong historic context. For example, the historic context for Dunsuir, California suggests an early 20th century town that boomed after the construction of the Central Pacific Railroad in 1887. It still retains its charm and scale from that era. The downtown district is now on the National Register of Historic Places.

As communities along the VLSB consider different options to enhance the byway corridor, it is helpful to have a brief introduction to some basic concepts of design such as “scale.” Some questions to ask are:

- Does the road width overwhelm a community like an airport runway, or does it fit comfortably between the buildings along the street?
- Do sidewalks and trees, flowers and green space seem generous or narrow and unwelcoming? Are sidewalks, trees and green space even present?
- Do highway signs seem sized for an interstate highway or a local street?
- Do streetlights seem more appropriate for a mall parking lot or stadium than a historic town?
- Is the cultural landscape along the Byway preserved (e.g. ranchlands and agricultural fields, waterways and riparian corridors, mountain views)? Or do 3 different utility lines cross a mountain meadow?
- Is the community’s period of significance disappearing because incompatible businesses and architectural styles are permitted next to each other? Is a car dealership in a “big box structure” adjacent to a quaint book store or coffee shop in a historic building)?

- Are the historic features of the community preserved and enhanced or is there a mismatch of architectural elements and streetscape design that is erasing the town's historic character?

Answers to these questions will help communities design future improvements to capture the very best of what each byway town has to offer.

A visitor's appreciation for the beauty of an area, its topography and the landscape in which cultures and traditions occurred cannot be under estimated. Visitors enjoy learning about the Byway's intrinsic qualities. Communities are encouraged to define their period(s) of significance, to inventory the historic features that reflect that period(s), and identify those that have been damaged or had inappropriate additions. Some features or structures might be restored, but others that have degraded beyond repair should be reconstructed or removed.

The photos that follow show elements of good design that significantly add to a town's charm, livability and economic vitality.

Transportation Planning: *People Are Taking Back their Streets*

It has begun to dawn on public officials that walking and bicycling are highly efficient means of transit, as well as one of the great underrated pleasures in life. The truth is communities and transportation agencies are not doing nearly enough to restore streets for pedestrians and bikers.

Many American communities still rely on "level of service" (LOS) design models developed in the 1960s that focus single-mindedly on keeping vehicle traffic moving. Hence improvements to accommodate other modes of travel (walking, cycling, transit) that might cause vehicle delay are characterized as LOS impediments. Vehicle drivers are perfectly fine with the LOS concept because they assume their century-long domination over pedestrians and bikers is a right rather than a privilege. Communities even provide parking along most streets, which further demonstrates their bias to accommodate motor vehicles versus providing a wide bike lane adjacent to curbs.

Dedicated space for sidewalks (if they even exist) is often minimal – if it's only 4 feet wide pedestrians must walk single file. To add further insult to walkers, some communities allow the placement of utility/light poles or mail boxes, etc. within the sidewalk zone. There is often no space for a park-like median or shade trees, which other studies have repeatedly shown to be an important factor in the health and mental well-being of residents. Even when car-mad towns leave enough room on the side to squeeze in trees, they tend to be miniaturized, lollipop versions of what street trees used to be. Hardly anyone plants the towering trees that used to intertwine their branches overhead and

make the sidewalks feel like a leafy grove in the heart of a community. These streets were often called “boulevards” with their grand trees of overarching branches, garden-like medians and wide sidewalks.

To make things even worse, communities construct sidewalks that cross a succession of driveway aprons. Pedestrians must be constantly vigilant as the sidewalk dips and slopes toward the street at driveway aprons. Imagine pushing a baby stroller or being in a wheelchair and trying to navigate these crossings without rolling into the street! Walking has deteriorated from a civilized pleasure to a hot, unshaded outing. Bikers are forced to cycle on streets with no bike lanes or inadequate, poorly marked bike lanes.

The emphasis on vehicle traffic flow is also a perversion of basic social equity, and the costs show up in ways large and small. Vehicles in cities contribute a major portion of small-particle pollution, the kind that penetrates deep into the lungs. People living close to busy roads, particularly infants and older people in lower-income households, pay most of the cost in respiratory, cardiovascular and other problems. And then there’s global warming and the link to vehicle emissions.

Residents in cities and even rural towns have begun to take back their streets. These advocates are calling for a redesign of major downtown streets and highways to facilitate safe and enjoyable multi-modal transportation. Attractive communities also benefit from increased tourism. Wide sidewalks with shade trees, maybe some benches, are retail friendly; they invite travelers to stroll and shop.

Visitors come to the byway area to walk, bike and learn, not just drive the route. They will travel and stay in your community if you provide them with a reason to get out of their car. Mt. Shasta City is a perfect example of this – a “Trail Town” worthy of its name. As one byway stakeholder said: “If some downtown streets could be closed to vehicles, wouldn’t that be a wonderful thing.”

Maybe we can’t turn every street into a pedestrian paradise. City planners and state/local transportation agencies can follow a sort of zoning plan, with some streets developed primarily for moving vehicles, and others focused on pedestrians and bikers. This is the fundamental common-sense rule: Communities and their streets are about people, not cars, and all multi-modal design should think first about the only transit equipment that comes factory-standard for the average person — our feet.

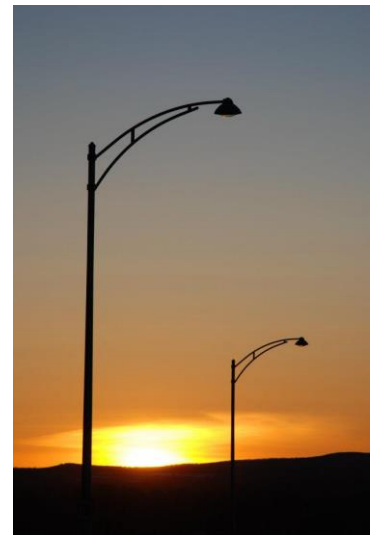
With excerpts from the New York Times article: “The Pedestrian Strikes Back,” December 15, 2018.



Above: Trees, flowers, shrubs, tables and umbrellas for public gathering, wide sidewalks. Use of landscaping and fencing to separate pedestrian areas from the street.



Above: Historic looking street lights, wider sidewalks with pavers, trees, plants, attractive and well-maintained store fronts.



What not to do: Overhead lines, industrial looking street lights, no landscaping with trees or plants, no unity of building store fronts or signs. The expanse of gray pavement overwhelms the left picture. Street lights dominate the right picture.



Above: Some towns have a mix of commercial and residential zoning in their town centers, which creates more vibrant blocks. If there is also nearby walking/biking access to trails and public green spaces, mixed use is even more desirable. Note: stores and residences have retained the historic architecture and character of these towns.

Appendix F - Funding Sources for Conservation, Land Acquisition, Transportation, Recreation, Trail, and Tourism Projects

List of Potential Funding Sources for Oregon and California

<i>Grant Program</i>	<i>Description</i>	<i>Internet Link (note: links frequently change)</i>
<i>Oregon State Grants</i>		
Connect Oregon	Funds for projects that do not qualify for Highway funding (bike/pedestrian infrastructure)	https://www.oregon.gov/odot/programs/pages/connectoregon.aspx
Oregon Parks and Recreation Dept. Government Grant Programs	An index to 7 grant programs for ATV recreation, trails, heritage, invertebrate species, local government, county opportunity, land and water conservation fund grants. Two are listed below.	https://www.oregon.gov/OPRD/GRANTS/pages/index.aspx
Oregon Parks and Recreation Dept. Land and Water Conservation fund grants	For acquiring and developing public outdoor recreation areas and facilities	http://www.oregon.gov/OPRD/GRANTS/pages/lwcf.aspx
Oregon Parks and Recreation Dept. Recreational Trails Grants	For recreational trail-related projects, such as hiking, running, bicycling, off-road motorcycling, and all-terrain vehicle riding	https://www.oregon.gov/oprd/GRANTS/pages/trails.aspx
Oregon Statewide Transportation Improvement Program (Fix-It, Enhance Programs)	For identifying and scheduling transportation projects and programs on state and local transportation systems, including national forest, park, and tribal lands.	https://www.oregon.gov/ODOT/STIP/Pages/About.aspx
	Second Oregon Transportation link	https://www.oregon.gov/ODOT/STIP/Pages/Current-Future-STIP.aspx
<i>Oregon Tourism Funding Sources</i>		
Travel Oregon	Various programs related to tourism development	http://industry.traveloregon.com/industry-resources/sustainable-tourism-development/

Klamath County Finance Department - Tourism Grants and Economic Development Grants (2 separate programs and links)	For projects that increase tourism (heads in beds) and economic development in Klamath and northern Siskiyou Counties.	http://www.klamathcounty.org/199/Tourism-Grant-Program
Klamath County Finance Department	Klamath County economic development grant link.	https://www.klamathcounty.org/207/Economic-Development-Grant-Program
Southern Oregon Visitors Association	Travel and technical assistance to help rural communities develop sustainable tourism strategies	http://www.southernoregon.org/rural-tourism-studio
<i>Oregon Private Funding Sources</i>		
Oregon Community Foundation – Community Grants Program	Funds a variety of community programs – arts, environment, community livability, education and health	http://www.oregoncf.org/grants-scholarships/grants/community-grants
The Ford Family Foundation (OR and CA Siskiyou County)	Provides grants or technical assistance to public charities that predominantly benefit small communities in rural Oregon and Siskiyou County, California.	https://www.tfff.org/how-we-work/grants
The Oregon Parks Foundation Fund	For land acquisition, restoration, trails and interpretation, and park education programs	http://www.oregoncf.org/grants-scholarships/grants/ocf-funds/oregon-parks-foundation
<i>California State Grants</i>		
CA Proposition 68	Bond measure passed in June 2018. New funding for urban and rural parks, trails and rivers. Grant guidelines and application requirements are being prepared by each agency at this time for expected 2019 solicitation of proposals.	Refer to CA agency websites: CA Parks and Recreation; Natural Resources, Sierra Nevada Conservancy, Coastal Conservancy, etc.
CA Proposition 68 - California River Parkways Grant Program	One-time funding opportunity for river parkways in 2018/2019 budget. Due date to submit concept proposals closed September 2018.	http://resources.ca.gov/grants/california-river-parkways/

CA Proposition 68 - Cultural, Community and Natural Resources Grant Program	Funds projects that restore, protect and acquire Native American, natural, cultural, and historic resources within the state; visitor centers, etc.	http://resources.ca.gov/grants/ccnr/
CA Proposition 68 - Regional Parks Program	Grants to create, expand or improve regional parks and regional park facilities.	https://www.parks.ca.gov/?page_id=29940
CA Proposition 68 - Rural Recreation and Tourism Grant Program	Grants to create new recreation opportunities in support of economic and health-related goals in rural communities.	https://www.parks.ca.gov/?page_id=28439
CA Proposition 68 - Statewide Park Development and Community Revitalization Program	Grants for the creation of new parks and recreation opportunities in critically underserved communities in CA.	https://www.parks.ca.gov/?page_id=29939
California CalRecycle Grants and Loans	Various grant and loan programs to clean up sites with hazardous materials, including lands proposed for public use.	http://www.calrecycle.ca.gov/funding/#grants
California Environmental Enhancement and Mitigation Program	For projects (land acquisition, enhancement projects or urban forestry) that mitigate the environmental effects of transportation improvements.	http://resources.ca.gov/grants/environmental-enhancement-and-mitigation-eem/
California Land and Water Conservation Fund	For land acquisition and development of outdoor recreation areas and facilities.	http://www.parks.ca.gov/?page_id=21360
California Museum Grant Programs	Support for small capital projects in museums, including the acquisition of real property or construction projects at museum facilities.	http://resources.ca.gov/grant/california-museum
California Off-highway Motor Vehicle Recreation grants	For motorized trail planning, development, maintenance, restoration, education, land acquisition and law enforcement.	http://ohv.parks.ca.gov/?page_id=1164
California Outdoor Recreation Legacy Partnership	Acquisition or development of new parks or new outdoor recreation opportunities in urbanized areas with a population greater than 50,000.	http://www.parks.ca.gov/?page_id=21360
California Recreational Trails Program	For non-motorized trail development and motorized trail maintenance or development.	http://www.parks.ca.gov/?page_id=24324

California Strategic Growth Council	See website for programs and funding (conservation of agricultural lands, transportation infrastructure, affordable housing, etc.)	http://www.sgc.ca.gov/programs/
California Urban Greening Grant Program	Provides funds to create, enhance or expand community parks and green spaces to reduce greenhouse gases.	http://resources.ca.gov/grants/urban-greening/
California Wildlife Conservation Board	For trail projects to improve hunting/fishing access, and habitat enhancement and restoration programs.	https://www.wcb.ca.gov/Programs
Caltrans Active Transportation Program	State funding for pedestrian, bike and school safety programs to reduce vehicle travel and emissions. Also includes recreational trails.	http://www.dot.ca.gov/hq/LocalPrograms/atp/
Caltrans Strategic Partnerships/Sustainable Communities	Among others, studies that identify interregional, inter-county, and/or statewide mobility and access needs. Studies that advances a community's effort to reduce transportation related greenhouse gases.	http://www.dot.ca.gov/hq/tpp/offices/orip/Grants/grants.html
Sierra Nevada Conservancy	Funds land conservation and acquisition projects and will offer rural recreation and tourism grants in 2019. Website provides a searchable grant database for parks, trails, recreation and tourism projects. SNC also provides free 1.5-day grant writing workshops.	http://www.sierranevada.ca.gov/other-assistance/funding-sources/funding-sources-and-incentive-programs
California Private Funding Sources		
Alliance for California Traditional Arts	Funding sources for community folk and traditional arts.	http://www.actaonline.org/content/funding-folk-traditional-arts
California Deer Association	Funds land acquisition for deer habitat protection, education, and public access for hunting.	https://Californiadeer.org/conservation/
California State Parks Foundation	Park enrichment grants for California State Parks.	http://www.calparks.org/whatwedo/grants/

McConnell Foundation	May fund one-time, close the deal projects with significant community benefit.	https://www.mcconnellfoundation.org/grantseekers/
Northern California Community Loan Fund	For acquisition and development projects; maximum 10-year term loans up to \$3 million+. Also, consultation for long-range planning.	https://www.nccif.org/lending
Pacific Gas and Electric Foundation	Provides grants to individuals and organizations that support education, environment and community.	https://www.pge.com/en_US/residential/in-your-community/pge-gives-back/about-the-foundation/about-the-foundation.page
Shasta Regional Community Fund	For community or recreation development projects in Modoc, Shasta, Siskiyou and Tehama Counties.	http://www.shastarcf.org/grants#
Siskiyou County Tourism Improvement District (TID)	For use by assessed businesses to promote and expand tourism in Siskiyou County.	http://www.siskiyoucounty.org/tourism-improvement-district/
Union Pacific Foundation	Funds community safety and bike/pedestrian trail improvements where UPRR operates (only in Mt. Shasta City).	https://www.up.com/aboutup/community/foundation/index.htm
<i>Notes:</i>		
Also check with local governments for funding from City/County Transient Occupancy Taxes (TOT)		
Federal Funding Sources for Both States		
Advisory Council on Historic Preservation – Preserve America Communities	These designations recognize communities that are leaders in building the future on the strong foundation of preserving their heritage	http://www.achp.gov/PA-2ndcall-communities.html
Environmental Protection Agency	EPA Brownfield Cleanup grants up to \$200,000. EPA also offers assessment, planning and revolving loan fund grants.	https://www.epa.gov/brownfields/types-brownfields-grant-funding
Federal Land Transportation Program	For federal agencies to apply for road and trail projects on federal lands.	https://flh.fhwa.dot.gov/programs/fltp/
Federal Lands Access Program (CA and OR)	To improve local transportation facilities (generally county roads) that provide access to or are located within Federal lands.	https://flh.fhwa.dot.gov/programs/flap/

Fixing America's Surface Transportation (FAST) Act	Funding for federal lands, roads and trail facilities, rest areas, scenic easements, etc.	https://www.transportation.gov/fastact
Forest Service Resource Advisory Committees (RAC)	Funds for community or agency projects where there's a nexus to national forest land. Funding is dependent on continuing reauthorization of the Secure Rural Schools Act.	Check link for each national forest
National Endowment for the Arts – Our Town grants	Community grants to integrate arts, culture, and the design of public spaces into community revitalization work.	https://www.arts.gov/grants-organizations/our-town/arts-engagement-cultural-planning-and-design-projects-introduction
National Endowment for the Humanities Public Humanities Projects	List of various grants for different humanities-type projects (e.g. conserving cultural heritage collections, compiling a history of the Japanese interment in Newell for public displays, etc.).	https://www.neh.gov/grants
National Forest Foundation	Various grant programs for projects with a nexus to national forest land.	https://www.nationalforests.org/grant-programs
National Park Foundation	Provides project funds to support America's national parks.	https://www.nationalparks.org/
National Park Service Rivers, Trails and Conservation Assistance Program (in-kind technical assistance)	For community planning for trails, rivers, and conservation projects.	https://www.nps.gov/orgs/rtca/whatwe-do.htm
USDA Farmers Market Promotion Program	For communities that want to enhance their farmers market into a cultural community event.	https://www.ams.usda.gov/services/grants/fmpp
<i>Notes:</i>		
There are several HUD and USDA community development grants to grow local businesses and jobs. Some are loans.		
<i>Private Funding Sources for Both States</i>		
America Walks	Microgrants for community walking programs. Offers a resource library for encouraging more walking.	http://americawalks.org/every-body-walk-micro-grants-awarded/

American Hiking Society – National Trails Fund	Small grants for trail maintenance and improving hiker safety.	https://americanhiking.org/gear-resources/grant-opportunities/
Ben B. Cheney Foundation	For projects that develop new and innovative approaches to community problems; expand existing programs to serve more people and/or areas; start new programs; and invest in equipment or facilities that will have a long-lasting impact on community needs.	http://www.benbcheneyfoundation.org/how-to-apply/
Clif Bar Family Foundation	Provides small grants for general organizational support as well as funding specific projects.	http://clifbarfamilyfoundation.org/Grants-Programs/Small-Grants
Conservation Alliance	Grants to protect wild lands for habitat or lands with high recreational value.	http://www.conservationalliance.com/grants/
National Environmental and Education Foundation	Funds volunteer events on public land and capacity building for organizations that serve public lands.	https://www.neefusa.org/grants
National Fish and Wildlife Foundation	To sustain, restore, and enhance fish, wildlife and plant habitat.	http://www.nfwf.org/whatwedo/grants/Pages/home.aspx
Pacific Forest Trust	Partners with other entities for land conservation and watershed enhancement in the Upper Feather River, Pit River, McCloud River and Klamath Basin watersheds.	https://www.pacificforest.org/what-we-do/
Pacific Power Foundation	For projects that support education; civic and community betterment; culture and arts; and health, welfare and social services.	https://www.pacificpower.net/about/itc/foundation/afg.html
Patagonia Foundation Retail Grant Program	Funds grassroots environmental projects that address a specific problem or issue.	https://www.patagonia.com/grant-guidelines.html
People for Bikes	To leverage federal funding and build momentum for bicycling in communities across the U.S. Includes rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives, engineering, design.	http://www.peopleforbikes.org/pages/community-grants

Polaris TRAILS grant program	Promotes safe/responsible OHV riding and preserving OHV access.	http://www.polaris.com/en-us/rider-support/trails-application
Rails-to-Trails Conservancy	Technical support and partnerships for transforming former rail lines into trail networks.	http://www.railstotrails.org/our-work/partnerships/
Rails-to-Trails Conservancy	RTC Doppelt Family Trail Development Fund-small grants up to \$50,000 with preference for rail trails.	https://www.railstotrails.org/our-work/doppelt-family-trail-development-fund/
Rose Foundation	Several grant programs for geographic areas. Funds land restoration and stewardship projects. Also provides grants to smaller nonprofits for capacity building and training.	https://rosefdn.org/grant-seekers/apply-for-a-grant/
Sierra Pacific Industries Foundation	For small grants or in-kind support such as historic displays and interpretation, etc. especially within SPI's operating area. Personal contact with an SPI employee is recommended first.	http://www.spi-ind.com/Foundation/index
Strong Foundation for Environmental Values	Funds conservation efforts, grassroots action, environmental education, capacity building, citizen engagement, collaboration, land acquisition, planning and training.	http://www.strongfoundationgrants.org/focus.html
The Conservation Fund	Loans up to \$3 million, 3-year term. For land conservation and community development. Also consulting.	https://www.conservationfund.org/our-work
Yamaha Outdoor Access Initiative	Small grants that support motorized recreation opportunities.	http://www.yamahaoai.com/
<i>Notes:</i>		
Also seek out local community sponsors for your project such as Chambers of Commerce, Rotaries, banks, businesses, etc.		

For Grant Research or Grant Writing Help

Sierra Nevada Conservancy:

<http://www.sierranevadaconservancy.ca.gov/other-assistance/funding-sources/funding-sources-and-incentive-programs>

Lists of California grant sources by category. Free grant writing workshops are offered and recommended.

GrantWatch grant search website:

<https://california.grantwatch.com/grant-search.php>

A grant search database by subscription.

Appendix G – Summary of Action Plan Items

VLSB Action Plan

Key to the Table

Under the column heading for **Project Leader**: See the acronym list at the beginning of this CMP.

The following organizations have had strong connections to the byway since it was designated in 1997 in Oregon and 2002 in California. They are referred to as the “**Byway Partners**” under the Project Leader column. Following designation, their primary focus has been byway marketing, interpretation and community economic development. Other byway partners will take the lead for specific byway projects where they have jurisdiction or an interest. Successful implementation of most of the projects shown in this Action Plan will be a collaborative effort.

- Volcanic Legacy Community Partnership (represents both states)
- Ore-Cal Resource Conservation and Development Council (represents both states)
- Shasta Cascade Wonderland Association (represents both states for byway marketing)
- Discover Klamath (markets the byway in Klamath County in Oregon)

For highway transportation projects, the Volcanic Legacy Community Partnership, the Byway partners, and local transportation agencies will coordinate with the California and Oregon Departments of Transportation to plan, schedule and fund byway projects on the State highway system.

Definition of “Project Priority” column:

- 1 = development is desired in the short-term (next 5 years)
- 2 = development is desired in the mid-term (within the next 10 years)
- 3 = development requires more planning and/or time to solicit partner funds (within the next 15 years)
- 4 = project is no longer a priority to complete

Potential funding:

See Appendix F for a list of possible grants.

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Railbanking railroads for public trails	All	Abandoned railroads	Rails to Trails Program for abandoned or out-of-service railroad lines: Pursue railbanking to convert to trails if there's a public benefit	Tourism organizations and trail partners	1
Capital Site Improvement	Scenic byway protection guidelines	All	All	Develop scenic guidelines for local agencies to adopt to preserve natural appearing landscapes and protect the byway's intrinsic qualities	Local agencies, Caltrans, ODOT, VLCP	1
Capital Site Improvement	Scenic byway protection program	All	All	Remove facilities that contrast with the natural appearing landscape. Phase out billboards and underground utility lines within the foreground and middle ground of the Byway.	Local agencies, utility companies,	1
Capital Site Improvement	Scenic byway protection program	All	All	Design and plan new developments to maintain natural appearing landscapes, minimize scenic intrusions along Byway, and preserve community character	Local agencies, Caltrans, ODOT	1
Interpretive	Interpretive sign	All	All interpretive signs	Renovate signs and sites for ADA accessibility where needed	Byway partners, agencies	1
Marketing	App	All	All	Evaluate iPhone and android apps for users to explore the VLSB by their activity interest	Byway partners	1
Marketing	App	All	All	Evaluate a VLSB guidebook app to sell	Byway partners	4

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Marketing	Bicycle routes on roads	All	All	Produce a list of recommended scenic bike route maps for safer travel by cyclists (and even pedestrians) in each Byway region	Byway partners	1
Marketing	Outreach	All	All	Transfer Byway marketing to SCWA, DK, and DS	VLCP, DMOs	1
Marketing	Outreach	All	At sites with high visitor use	Provide interpretation in foreign languages , primarily Spanish	Byway partners	1
Marketing	Outreach	All	Byway map brochure	Update and reprint	Byway partners	1
Marketing	Outreach	All	Regional Byway brochures	Prepare regional brochures for rack displays at campgrounds, motels, local visitor centers, chambers of commerce, etc.	Byway partners	1
Marketing	Outreach	All	All Caltrans/ODOT highway rest areas on the Byway	Provide a byway map and interpretive info at all highway rest areas along the VLSB and at the Honey Lake Rest area on SR 395 between Reno and Susanville and the Collier Rest Area north of Yreka on I-5.	VLCP, Caltrans, ODOT	1
Marketing	Outreach	All	All	Promote the VLSB at local, regional, state, national and international levels	Byway partners	1
Marketing	Outreach	All	All	Prepare 2-5 day trip itineraries for portions of Byway using the VLSB guidebook	Byway partners	1
Marketing	Outreach	All	All	Regularly post new stories and photos on Facebook pages , including special events	Byway partners	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Marketing	Outreach	All	All	Refresh the Byway website , check links, update text and photos	VLCP	1
Organizational	Byway annual reports	All	All	Compile an annual report to track projects completed by Byway partners and other stakeholder groups	VLCP	1
Organizational	Byway partner meetings	All	All	Host semi-annual meetings with Byway partners to plan and coordinate projects	VLCP, Ore-Cal RC&D	1
Organizational	VLCP Board members	All	All	Recruit new VLCP Board members	VLCP	1
Scenic Bikeways	Bike routes	All	Designate bike routes on paved and gravel roads	Support the designation of State Scenic Bikeways in Oregon and support a similar program in California	Byway partners	1
Scenic Bikeways	Bike routes	All	US Bicycle Route	Research a possible US Bicycle Route on or near the Byway	Caltrans, ODOT, tourism partners	2
Scenic Waterways	Water trails	All	Designate water trails on lakes and rivers	Support the designation of scenic waterways and water trails in both states (e.g. Wood and Williamson Rivers in OR and Lake Almanor in CA)	Byway partners	1
Signage	Byway road signs	All	Along the entire 500-mile Byway route	Set up a maintenance schedule and seek funding to replace all faded and damaged Byway road signs in both states	VLCP, Caltrans and ODOT	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Signage	Road signs	Butte Valley and Mount Shasta Regions	FS roads to Medicine Lake and Lava Beds NM	Install signs indicating winter road closures	FS-STNF, MNF and KNF	1
Capital Site Improvement	Road improvement	Butte Valley Region	Butte Valley State Wildlife Area and Meiss Lake, off SR 97	Improve road surface to view points; add benches, sun shelter, interpretive signs	CA DFW	2
Interpretive	Interpretive kiosk	Butte Valley Region	Butte Valley National Grassland, off SR 97	Construct 2-3 panel Tier 1 orientation station interpreting grassland	FS-KNF	2
Interpretive	Interpretive kiosk	Butte Valley Region	Klamath NF Goosenest Ranger District on SR 97	Construct 2-3 panel Tier 1 Byway orientation station near grouping of pine trees	FS-KNF	2
Interpretive	Interpretive kiosk	Butte Valley Region	At Dorris Community Hall or near flagpole, SR 97	Install Tier 2 VLSB interpretive kiosk with flying eagle sculpture to identify Dorris as a gateway community to the Lower Klamath Basin NWR.	City of Dorris	1
Interpretive	Interpretive materials	Butte Valley Region	Four Corners Winter Recreation Area, 28 miles east of Macdoel off Red Rock Road on FS Rd 15	Include site in updates to the Byway discovery guide and Byway map	VLCP	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Landscape plan	Eagle Lake and Great Basin Region	Dow Butte Lookout at Gallatin Marina	Prepare a landscape plan for the entire marina and implement; remove facilities no longer in use	FS-LNF	2
Interpretive	Interpretive sign	Eagle Lake and Great Basin Region	Susanville/Great Basin overlook, CR A-1	Tier 4 low profile panel at proposed new vista on Sierra Pacific Industries land off CR A-1	SPI and Lassen County	4
Interpretive	Interpretive sign	Eagle Lake and Great Basin Region	Goumaz Campground, off SR 44	Tier 4 low profile interpretive panel or place on existing kiosk	FS-LNF	1
Interpretive	Interpretive sign	Eagle Lake and Great Basin Region	Eagle Lake Osprey Lookout	Replace existing faded interpretive panels	FS-LNF	2
Marketing	Outreach	Eagle Lake and Great Basin Region	FS Eagle Lake RD visitor center, SR 36 and County Road A-1	Install Byway map on existing outside kiosk	FS-LNF	1
Capital Site Improvement	Campfire ring/seating	Hat Creek Region	McArthur-Burney Falls State Park, SR 89	Construct new campfire center	CA Parks and Rec.	1
Capital Site Improvement	Campground	Hat Creek Region	Big Pine CG, SR 89/44	Maintain campground road , install entry sign and accessible restroom	FS-LNF	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Facility improvements	Hat Creek Region	Hat Creek Recreation Area Facilities Masterplan	Over time, implement Facilities Masterplan for Hat Creek Recreation Area. Start with campground improvements to accommodate RV camping.	FS-LNF	1
Capital Site Improvement	Landscaping	Hat Creek Region	McArthur-Burney Falls State Park, SR 89	Plant a native plant garden around new visitor center	CA Parks and Rec.	1
Capital Site Improvement	Parking lot	Hat Creek Region	Eskimo Hill Winter Play Area	Maintenance needed on sled hill along with parking lot improvements	FS-LNF	1
Capital Site Improvement	Visitor center and amphitheater	Hat Creek Region	Old Station Visitor Information Center, SR 89/44	Move existing visitor center to Subway Cave site. Design/construct 1,000 sf addition and new amphitheater .	FS-LNF	2
Interpretive	Interpretive kiosk	Hat Creek Region	McArthur-Burney Falls State Park, SR 89	Install 3 panel Tier 1 orientation station	CA Parks and Rec.	2
Interpretive	Interpretive kiosk	Hat Creek Region	Panoramic Vista Point, SR 89/44	Install 3 panel Tier 1 orientation station ; remove wooden panel	FS-LNF	2
Interpretive	Interpretive materials	Hat Creek Region	Spattercone Trailhead	Reprint trail interpretive brochure	FS-LNF	1
Interpretive	Interpretive sign	Hat Creek Region	Honn CG, SR 89	Install one Tier 4 interpretive panel with fire theme	FS-LNF	2
Interpretive	Interpretive sign	Hat Creek Region	Bridge CG and Day Use Area	Install one Tier 4 interpretive panel with water theme	FS-LNF	2

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Hat Creek Region	Hat Creek Rim Overlook and picnic area, SR 44	Recommend Tier 4 interpretive panel of Byway	FS-LNF	2
Interpretive	Interpretive sign	Hat Creek Region	McArthur-Burney Falls State Park, SR 89	New byway interpretive panel to tie 18 existing panels together	CA Parks and Rec.	1
Interpretive	Interpretive sign	Hat Creek Region	McArthur-Burney Falls State Park, SR 89	Replace wood map next to main road	CA Parks and Rec.	1
Interpretive	Interpretive sign	Hat Creek Region	Spattercone Trailhead	Replace cracked interpretive panel	FS-LNF	1
Interpretive	Interpretive sign	Hat Creek Region	Lassen Volcanic NP (north and south entrances), SR 36 and 89	Install Tier 4 Byway panel at southwest visitor center and Lassen Crossroads if none exist	NPS-LVNP	2
Interpretive	Interpretive sign	Hat Creek Region	Subway Cave Geological Site, SR 89	Replace existing interpretive panels ; create audio tour or app tour for cave	FS-LNF	2
Interpretive	Interpretive sign	Hat Creek Region	Fisherman's Trail, SR 89 between Bridge and Hat CGs	Install interpretive panels along 4-mile fisherman's trail between Hat and Bridge CGs along SR 89. Complete trail design concept.	FS-LNF	2
Marketing	Bicycle routes on roads	Hat Creek Region	Fall River Valley	Develop a scenic road bike map for the Fall River Valley. Include interpretive stops.	Fall River Valley and Burney Chambers of Commerce	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Marketing	Outreach	Hat Creek Region	Pacific Crest National Scenic Trail at McArthur-Burney Falls State Park	Include trail in a Hat Creek Region visitors guide	Fall River Valley and Burney Chambers of Commerce	1
Marketing	Outreach	Hat Creek Region	All FS, CA and PG&E recreation sites and trails along SR 89 from LVNP north entrance to Lake Britton	Include in Hat Creek Region visitors guide	Fall River Valley and Burney Chambers of Commerce	1
Capital Site Improvement	Road improvement	Hat Creek Region and Mount Shasta Region	SR 89 from Mt. Shasta City to LVNP Manzanita Lake entrance	Plan, schedule and fund SR 89 safety improvements to widen highway lanes, add shoulders for bicycling, construct passing lanes where needed, and improve sight distance	VLCP, Caltrans, Siskiyou and Shasta Counties	3
Capital Site Improvement	Parking area improvement	Klamath Basin Region	Miller Island State Wildlife Area	Install entry sign , improve parking area and add 1 interpretive panel .	CA DFW	2
Capital Site Improvement	Plaza	Klamath Basin Region	Tulelake	Plan and construct a downtown community plaza	City of Tulelake	2
Capital Site Improvement	Rest Area	Klamath Basin Region	Frances Landrum Historic Wayside improvements, off SR 97 at CA/OR border	Need turn lanes off SR 97 and entry sign , and 2-3 interpretive panels . Discuss other future uses of this site with partners.	Ore-Cal RCD, Klamath County, City of Dorris	2

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Road improvement	Klamath Basin Region	South entrance to Lava Beds National Monument	Pave access road into the monument's south entrance	FS-MNF and NPS-LBNM	1
Capital Site Improvement	Site stabilization	Klamath Basin Region	Camp Tulelake, 1 mile north of Tule Lake Visitor Center	Stabilize buildings and interpret POW and CCC history . Improve public access to view the site.	NPS-LBNM	3
Capital Site Improvement	Trail improvement	Klamath Basin Region	Lower Klamath NWR	Build boardwalk around marsh	US FWS	2
Capital Site Improvement	Trail improvement	Klamath Basin Region	Peninsula rock art site, LBNM petroglyph site off SR 139	Provide an ADA walking path and secure the site from vandalism.	NPS-LBNM	3
Capital Site Improvement	Visitor Center	Klamath Basin Region	US FWS Lower Klamath NWR	Assess the need for an interagency visitor center on SR 161 (or other preferred location). Consider a Native American Cultural Center.	Cities of Dorris and Tulelake, NPS, US FWS, Klamath Tribes, Tulelake Comm., Ore-Cal RC&D	3

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive exhibits	Klamath Basin Region	Tulelake-Butte Valley Museum and WWII Valor in the Pacific NM visitor center	Prepare an interpretive plan to install more exhibits in the museum. Seek grants to construct proposed addition for more space or repurpose an existing building at the Butte Valley Fairground.	NPS-LBNM, City of Tulelake, Siskiyou County	2
Interpretive	Interpretive exhibits	Klamath Basin Region	US FWS Tule Lake Visitor Center-Hill Road	Upgrade exhibits inside visitor center	US FWS	2
Interpretive	Interpretive kiosk	Klamath Basin Region	US FWS Tule Lake Visitor Center-Hill Road	Consider a Tier 1 or 2 Byway orientation station near parking lot with VLSB and Modoc Scenic Byway maps	US FWS	1
Interpretive	Interpretive kiosk	Klamath Basin Region	Tulelake Welcome Center, SR 139 and Main St	Existing Tier 1 portal at site; include Byway information. Consider replacing with new interagency visitor center.	City of Tulelake	1
Interpretive	Interpretive kiosk	Klamath Basin Region	Lava Beds NM visitor center, off SR 139	Install Tier 2 Byway portal if no Byway information currently exists	NPS -LBNM	1
Interpretive	Interpretive materials	Klamath Basin Region	US FWS Lower Klamath NWR	Prepare an updated interpretive plan for the refuge	US FWS	1
Interpretive	Interpretive sculpture	Klamath Basin Region	US FWS Tule Lake Visitor Center-Hill Road	Consider a flying geese sculpture outside visitor center	US FWS	1
Interpretive	Interpretive sign	Klamath Basin Region	Lava Beds NM and Refuge boundary-Hill Road	Existing Tier 2 kiosk; add VLSB logo onto marker and map	NPS-LBNM and US FWS	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Klamath Basin Region	SR 161-mile marker 3.9	Tier 4 low profile interpretive panels with construction of new SR 161 pull-out	Caltrans, US FWS	3
Interpretive	Interpretive sign	Klamath Basin Region	SR 161-mile marker 5.4	Tier 4 low profile interpretive panels with construction of new SR 161 pull-out	Caltrans, US FWS	3
Interpretive	Interpretive sign	Klamath Basin Region	SR 161-mile marker 5.6	Tier 4 low profile interpretive panels with construction of new SR 161 pull-out	Caltrans, US FWS	3
Interpretive	Interpretive sign	Klamath Basin Region	SR 161-mile marker 13.4	1-2 low profile reader rails recommended for existing pull-out	US FWS	2
Interpretive	Interpretive sign	Klamath Basin Region	Tulelake Museum-Butte Valley and WWII Valor in the Pacific NM visitor center	Tier 4 interpretive panels for outside displays	NPS-LBNM, City of Tulelake	2
Interpretive	Interpretive sign	Klamath Basin Region	Lower Klamath Lake NWR, SR 161 pullout	Update interpretive panels along former auto tour	US FWS	3
Interpretive	Interpretive sign	Klamath Basin Region	Miller Island State Wildlife Area	3 low profile interpretive signs and improve parking area	OR DFW	2
Interpretive	Interpretive sign	Klamath Basin Region	Caltrans vista pull-out on SR 161, 8 miles east of SR 97	Improve vista with 6 interpretive panels, 9 parking spaces; clean/paint wall; add refuge name on wall	Caltrans, US FWS	2

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Klamath Basin Region	Japanese Segregation Center in Newell, SR 139	Install 1-3 Tier 4 low profile interpretive panels . Prepare a site design plan to provide better visitor access to the site and learning experiences.	NPS-LBNM	2
Interpretive	Interpretive sign	Klamath Basin Region	Camp Tulelake - internment camp, Hill Rd	Install 1-3 Tier 4 low profile interpretive panels . Improve public access to the site.	NPS-LBNM	2
Marketing	Bicycle routes on roads	Klamath Basin Region	Tulelake region	Create a map brochure of the best road cycling routes in the Tulelake area in both CA and OR	Klamath Outdoor Recreation Team	1
Marketing	Interpretive sign	Klamath Basin Region	Tulelake region	Prepare a sign plan and install portable agricultural signs along roads so visitors learn about which crops are growing.	Klamath Outdoor Recreation Team	1
Outreach	Park designation	Klamath Basin Region	Lava Beds National Monument	Pursue national park designation by Congress	DK, VLCP, Rural Klamath Connects, Ore-Cal RCD, City of Tulelake	1
Signage	Road signs	Klamath Basin Region	Sign Plan	Develop an integrated sign plan for the Tulelake region for highway signs, directional signs to visitor sites, and interpretive signs	City of Tulelake, VLCP, NPS, US FWS, Caltrans, ODOT	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Signage	Road Signs	Klamath Basin Region	Oregon Byway logo signs	Review placement of Byway logo signs along SR 139, SR 161 and OR 39, OR 140 into Oregon. Install more signs where needed.	VLCP, Caltrans, ODOT	1
Capital Site Improvement	Road improvement	Klamath Region	OR 62 and OR 140	Widen shoulders for bicycles on OR 62 and OR 140	ODOT	2
Capital Site Improvement	Trail improvement	Klamath Region	OC&E Woods Line State Trail at Klamath Falls	Complete paving the entire trail in Klamath County (109 miles)	OR State Parks and Rec.	2
Capital Site Improvement	Trail improvement	Klamath Region	FWNF - Fourmile Lake Loop Trail off OR 140	Improve trail , install interpretive signage and bird blinds near restored habitat	Klamath Trails Alliance and partners	1
Interpretive	Interpretive sign	Klamath Region	Fort Klamath OR 62 Junction just east of Weed Rd	Remove sign to east of Weed Road on OR 62 or install additional sign at Sun Mountain Road to direct VLSB travel to nearby Wood River Day Use and Jackson Kimball State Park	ODOT	1
Interpretive	Interpretive sign	Klamath Region	FWNF - Odessa Campground and pullout off OR 140	Install 1 interpretive sign	FS-FWNF	1
Interpretive	Interpretive sign	Klamath Region	Jackson Kimball State Park off OR 62	Install 2 low-profile interpretive signs	OR Parks and Rec.	1
Interpretive	Interpretive sign	Klamath Region	Wood River Day Use Area off OR 62	Install 3 low-profile interpretive signs	BLM	1
Interpretive	Interpretive sign	Klamath Region	Marsh Overlook-Westside Road	Install 3 low profile interpretive signs	FS-FWNF	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Klamath Region	Howard Bay OR 140 at Upper Klamath Lake Boat Ramp	Install 5 low profile interpretive signs	DK	4
Marketing	Outreach	Klamath Region	Crystalwood Lodge and Running Y Resort	Distribute Byway map brochure and sell discovery guide	Private business	1
Marketing	Outreach	Klamath Region	Harriman Springs Resort and Rocky Point Resort	Distribute Byway map brochure and sell discovery guide	Private business	1
Marketing	Outreach	Klamath Region	Jo's Motel/Deli and Aspen Inn in Fort Klamath	Distribute Byway map brochure and sell discovery guide	Private business	1
Marketing	Outreach	Klamath Region	Crater Lake Resort	Distribute Byway map brochure and sell discovery guide	Private business	1
Marketing	Outreach	Klamath Region	Discover Klamath, Midland and Collier Visitor Info Centers	Update map panel; distribute Byway map brochure; also sell discovery guide at DK	DK	1
Scenic Bikeways	Bikeway designation	Klamath Region	Klamath County	Pursue Oregon Scenic Bikeway Designation and promote area cycling events	DK, Travel Oregon, ODOT	1
Capital Site Improvement	Road improvement	Lake Almanor Region	SR 36 through Chester	Reduce 4 lanes to 3 lanes with a center turn lane. Add drainage improvements, pavement rehab, parking, sidewalks, bike lane, traffic control, crosswalks	Caltrans, Plumas County, Chester	2

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Road improvement	Lake Almanor Region	Lake Almanor loop and class II bike lane	Construct 5 ft paved shoulder for SR 147, SR 36 and SR 89 around Lake Almanor	Caltrans	3
Capital Site Improvement	Trail	Lake Almanor Region	Implement Trails Masterplan for the Lake Almanor Region	Develop the 12-mile Almanor Rail Trail and construct trail connectors to the Lake Almanor Recreation Trail and Pacific Crest Trail	Lake Almanor Partners	1
Capital Site Improvement	Trailhead parking	Lake Almanor Region	Lake Almanor Recreation Trail, east off SR 89, north end of Almanor Dr.	Improve trailhead parking ; install Tier 4 low profile interpretive panel; consider ADA vault restroom	FS-LNF	2
Interpretive	Interpretive kiosk	Lake Almanor Region	Canyon Dam Boat Launch/Picnic Area off SR 89 and near SR 147	Install Tier 2 Byway orientation station to replace existing signs	FS-LNF	2
Interpretive	Interpretive kiosk	Lake Almanor Region	Almanor Recreation and Park District building off SR 36	Consider constructing a new kiosk with interpretive information about the Lake Almanor region.	Almanor Rec. and Parks District	1
Interpretive	Interpretive kiosk	Lake Almanor Region	FS Almanor Picnic Area off SR 89	Construct 3 panel Tier 1 Byway orientation station ; remove existing signage	FS-LNF	1
Interpretive	Interpretive kiosk	Lake Almanor Region	Almanor RV Legacy CG off SR 89	Construct Tier 2 Byway orientation station	FS-LNF	2

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive kiosk	Lake Almanor Region	Lake Almanor CG Complex, east off SR 89, south of SR 36. Multiple camp and day use sites.	Construct Tier 2 Byway orientation station	FS-LNF	1
Interpretive	Interpretive sign	Lake Almanor Region	FS Almanor RD visitor center in Chester, SR 36	Install interpretive information on the existing kiosk at the visitor center	FS-LNF	1
Interpretive	Interpretive sign	Lake Almanor Region	Caltrans Almanor Rest Area, SR 36	Use existing kiosks to install Byway interpretive signs	VLCP, Caltrans	1
Interpretive	Interpretive sign	Lake Almanor Region	Silver Lake Recreation Area, of County Road A-21, SRs 36 and 44	Tier 4 low profile interpretive panel to provide info about Silver Lake and Caribou Wilderness	FS-LNF	3
Interpretive	Interpretive sign	Lake Almanor Region	Morgan Summit Winter Rec. Area, SR 36	Tier 2 interpretive signs on existing kiosk	FS-LNF	1
Interpretive	Interpretive sign	Lake Almanor Region	Spencer Meadows Trail, SR 36	Interpretive info on existing kiosk	FS-LNF	1
Interpretive	Interpretive sign	Lake Almanor Region	Battle Creek CG, SR 36 west of LVNP in Mineral	Tier 3 panel or place interpretive info on existing kiosk	FS-LNF	1
Interpretive	Interpretive sign	Lake Almanor Region	Gurnsey Creek CG, SR 36	Interpretive info on existing kiosk	FS-LNF	2
Interpretive	Interpretive sign	Lake Almanor Region	Pacific Crest Trail, SR 36 on Collins Pine property	Tier 4 visitor information panel at the PCT Trailhead	FS-LNF, Collins Pine Company	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Lake Almanor Region	Chester Library and Museum off SR 36	Prepare landscape plan to define the parking area, locate outside exhibits, and rehab river bank	Plumas County	3
Interpretive	Interpretive sign	Lake Almanor Region	Collins Pine Co. Museum off SR 36 in Chester	Tier 4 low profile interpretive panel of company history in front of museum	Collin Pine Company	2
Interpretive	Interpretive sign and parking	Lake Almanor Region	Domingo Springs CG and Pacific Crest Trail off CR 305	Tier 4 low profile interpretive panel; improve parking area	FS-LNF	2
Marketing	Outreach	Lake Almanor Region	All FS, CA, PG&E and nonprofit recreation sites and trails along SR 36, 89, 147 and county roads within the region	Include sites in a Westwood-Lake Almanor Region visitors guide	Westwood and Chester/Lake Almanor Chambers of Commerce	1
Capital Site Improvement	Road improvement	Mount Shasta Region	SR 89 from Mt. Shasta City to LVNP north entrance	Plan, schedule and fund SR 89 safety improvements to widen highway lanes, add shoulders for bicycling, construct passing lanes where needed, and improve sight distance	VLCP, Caltrans, Siskiyou and Shasta Counties	3
Capital Site Improvement	Road improvement	Mount Shasta Region	Modoc Volcanic Scenic Byway, off SR 89	Rehab broken asphalt and pave the unpaved portions of this FS scenic byway from SR 89 to Medicine Lake and north to Lava Beds NM	FS-MNF and FS-STNF	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Trail improvement	Mount Shasta Region	Mount Shasta area	Implement plans to construct several multi-use paths in and around Mt. Shasta to connect parks, schools, downtown areas, Sisson Meadows Natural Area, and other points of interest	MSTA, City of Mt. Shasta and trail partners	1
Capital Site Improvement	Trail improvement	Mount Shasta Region	Great Shasta Rail Trail off SR 89 and SR 299	Complete rail trail between Burney and McCloud; pursue proposed 23-mile rail trail connector from Pilgrim Creek Road into Mt. Shasta City	GSRTA and Mt. Shasta City	2
Capital Site Improvement	Wheelchair access	Mount Shasta Region	Mount Shasta View Point, SR 97	Provide wheelchair access to viewing platform and interpretive panels	FS-STNF	1
Interpretive	Interpretive exhibits	Mount Shasta Region	Mt. Shasta-Sisson Museum in Mt. Shasta	Include VLSB info in proposed volcanism display	Museum	1
Interpretive	Interpretive kiosk	Mount Shasta Region	Konwakiton Vista Point, SR 89	Construct 2 panel Tier 3 Byway orientation station	FS-STNF	2
Interpretive	Interpretive materials	Mount Shasta Region	Whitney Creek Pull-out view of 1997 debris flow and Lava Park	Include site in Byway discovery guide and geology tour	FS-STNF	2
Interpretive	Interpretive materials	Mount Shasta Region	Sisson-Callahan National Recreation Trail, off I-5 west of Mt. Shasta City	Include trail in Byway guide, map, and trail guide	FS-STNF	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Mount Shasta Region	Camp Four in McCloud Recreation Area, off SR 89	Develop interpretive panel on area logging history. Include in McCloud Recreation Area guide	DS, FS-STNF	2
Interpretive	Interpretive sign	Mount Shasta Region	McCloud River-Lower Falls Overlook, off SR 89	Install one additional interpretive panel	DS, FS-STNF	2
Interpretive	Interpretive sign	Mount Shasta Region	McCloud Recreation Area-Fowler CG, off SR 89	Develop interpretive panel on stagecoach history and wagon road	DS, FS-STNF	2
Interpretive	Interpretive sign	Mount Shasta Region	McCloud River View Pull-Out, McCloud River loop road off SR 89	Recommend 1 interpretive panel on fishing (red band trout)	DS, FS-STNF	2
Interpretive	Interpretive sign	Mount Shasta Region	Living Memorial Sculpture Garden	Install 1-2 interpretive panels at parking lot	DS, FS-KNF	2
Interpretive	Interpretive sign	Mount Shasta Region	Shasta Valley view point, SR 97 near Weed	Install 1 interpretive panel	Caltrans or FS-KNF	2
Interpretive	Interpretive sign	Mount Shasta Region	Big Canyon Vista, SR 89 between Mt. Shasta and McCloud on STNF	Install 1 interpretive panel . Include site in Byway guide and/or local geology tour guide	FS-STNF, VLCP	4

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Marketing	Bicycle routes on roads	Mount Shasta Region	Bike route tour guide	Develop bike route tour guide or downloadable info for: Macdoel via Red Rock Road and Harris Spring Road to Medicine Lake to Great Shasta Rail Trail trailhead at Harris Spring Road or Pilgrim Creek Road; pave roads all the way	DS, FS-KNF, STNF, MNF, bike partners	2
Marketing	Bicycle routes on roads	Mount Shasta Region	Bike route tour guide	Develop a tour guide or downloadable info : Weed to Mt. Shasta to Dunsmuir – “The Historic Towns” road bike tour	DS, FS-STNF, 3 city Chambers, bike partners	2
Marketing	Interpretive materials	Mount Shasta Region	Medicine Lake Highlands	Prepare and sell Medicine Lake Volcano and Modoc Volcanic Scenic Byway Discovery Guide	FS, VLCP, USGS, DS	1
Marketing	Outreach	Mount Shasta Region	Mt. Shasta visitor center, Pine Street, in Mt. Shasta	Provide more info about VLSB; merge with FS visitor center for visitor convenience and savings on operations	FS-STNF, Mt. Shasta Visitors Bureau	2?
Marketing	Outreach	Mount Shasta Region	McCloud Recreation Area off SR 89	Develop a visitors guide of the entire McCloud Recreation Area	VLCP, DS and FS-STNF	1
Marketing	Outreach	Mount Shasta Region	Great Shasta Rail Trail off SR 89 and SR 299	Include trail in Byway map brochure and discovery guide	VLCP, DS	1
Organizational	Road designation	Mount Shasta Region	Modoc Volcanic Scenic Byway off SR 89 to LBNM	Pursue State Scenic Byway designation if desired	VLCP, FS-MNF	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Signage	Road signs	Mount Shasta Region	Interstate 5 near Mt. Shasta City	Develop a sign plan and install signage at "feeder" locations to redirect traffic from I-5 and SR 97 to Byway sites	VLCP, local agencies, Caltrans	1
Signage	Road signs	Mount Shasta Region	Modoc Volcanic Scenic Byway off SR 89 to LBNM	Replace signs with logo for the Modoc Volcanic Scenic Byway	FS- MNF, VLCP, DS	1
Capital Site Improvement	Road improvement	Multiple Regions	SR 97 from Weed, CA to Oregon OR 138 near Crater Lake National Park	Improve SR 97 to 4 lanes ; widen shoulders; construct left-turn lanes; add guardrails. Plan and schedule for improvements.	VLCP, Caltrans and ODOT	3
Capital Site Improvement	Road improvement	Westwood and Susanville Region	Riverside Drive, Susanville	Construct sidewalks with Riverside Drive improvements between Alexander Ave. south to SR 36	Lassen County	1
Capital Site Improvement	Trail improvement	Westwood and Susanville Region	Skyline Road Trail (off SR 139) and Susan River Trail (off SR 36) in Susanville	Widen trails and repair broken asphalt	Lassen County	1
Capital Site Improvement	Trail improvement	Westwood and Susanville Region	Susanville to Westwood - Bizz Johnson Trail connector along CR A-21	Develop connector Trail from Mason Station Trailhead to the Westwood Depot	LLTT, MMC, Lassen County, FS-LNF	1
Capital Site Improvement	Trail improvement	Westwood and Susanville Region	Fredonyer Crest Trails, off SR 36	Develop 23-26-mile single-track trail system to connect with the Bizz Johnson Trail	LLTT, BLM, Lassen County, FS-LNF, SABA	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Capital Site Improvement	Trail improvement	Westwood and Susanville Region	Susanville to Modoc Line trail connector via the 23-mile Wendel Line rail trail	Acquire corridor from Union Pacific Railroad and develop as a public rail trail	LLTT, BLM, Lassen County, SABA, Honey Lake Valley RCD	2
Capital Site Improvement	Trail Improvement	Westwood and Susanville Region	Mountain Meadows Reservoir, south of Westwood, off SR 36	Improve public access with new trails, trailhead parking areas, boat launch, and interpretive signs	MMC, FRLT, PG&E	1
Capital Site Improvement	Trail Improvement	Westwood and Susanville Region	Homer, Hidden, and Dearheart Lakes, south of Westwood, off SR 36	Clear and maintain foot paths to the 3 lakes	LLTT, Lassen County, MM, SIR, FS-LNF	1
Capital Site Improvement	Visitor info center	Westwood and Susanville Region	Susanville rest area and visitor orientation station off SR 36	Construct visitor orientation station in uptown Susanville off SR 36	City of Susanville	2
Interpretive	Interpretive kiosk	Westwood and Susanville Region	Susanville Railroad Depot Visitor Center, off SR 36	Building improvements: Tier 3 byway portal; incorporate with planned new kiosk; replace depot shutters; repave/strip parking lot	LLTT, VLCP	2
Interpretive	Interpretive kiosk	Westwood and Susanville Region	Westwood Railroad Depot Visitor Center, off SR 36	3 panel Tier 1 Byway orientation station near parking lot that matches architectural style of the depot	Lassen Co., Westwood Chamber of Commerce	1

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive materials	Westwood and Susanville Region	Walking tour of Susanville murals	Upgrade existing mural brochure and repair murals	Lassen Co. Chamber of Commerce	1
Interpretive	Interpretive materials	Westwood and Susanville Region	Historic Westwood Walking Tour, off SR 36	Prepare an interpretive brochure with numbered stops at each site if desired	Lassen Co., Westwood Chamber of Commerce	2
Interpretive	Interpretive sign	Westwood and Susanville Region	Swain Mountain Winter Recreation Area, CR A-21	Place interpretive info on existing kiosk	FS-LNF	1
Interpretive	Interpretive sign	Westwood and Susanville Region	Susanville Ranch Park, off SR 36 in Susanville	Install Tier 4 low profile interpretive panel at each trailhead or on kiosks	Lassen County	2
Interpretive	Interpretive sign	Westwood and Susanville Region	Devil's Corral Trailhead, Bizz Johnson Trail and Southside Trail, SR 36	Place Byway map on existing kiosk	BLM	1
Interpretive	Interpretive sign	Westwood and Susanville Region	Mason Station Trailhead, Bizz Johnson Trail, off County Rd A-21	Place Byway map on existing kiosk	FS-LNF	1
Interpretive	Interpretive sign	Westwood and Susanville Region	Roxie Peconum CG, off SR 36	Place interpretive info on existing kiosk about the Maidu Bear Dance	FS-LNF	2

Project Category	VLSB CMP Action Plan Item	VLSB Region	Project Site	Description	Project Leader	Project Priority 1/ see definition in table key
Interpretive	Interpretive sign	Westwood and Susanville Region	The "Chimney", SR 36	Tier 4 low profile interpretive info if desired	Westwood Chamber of Commerce	3
Marketing	Outreach	Westwood and Susanville Region	All FS, City, County and PG&E recreation sites and trails within the region	Include in a Westwood-Susanville Region visitors guide	Westwood and Lassen Co. Chambers of Commerce	4
Restoration	Resource restoration and trails	Westwood and Susanville Region	Restoration of the Susan River through Susanville and trail development	Work with landowners to restore riparian vegetation and develop a public trail system along the Susan River and proposed Wendel Line Rail Trail	Honey Lake Valley RCD and Lassen County partners	1
Signage	Highway signs	Westwood and Susanville Region	SR 36 and SR 139 through Susanville	Provide directional signs on SR 36 to direct visitors to Susanville Ranch Park and trails	VLCP, Lassen County, Caltrans	1

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